



# Baltic Cities Bulletin

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## Governance in Baltic Cities





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#### COVER PICTURE

*City of Kolding*

*View of the city -*

*on the first plan*

*Koldinghus*

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# Baltic Cities Bulletin



Dear UBC Friends,

Governance is the new European Union Buzz-word. But it addresses real and important problems that are facing leaders in Europe at all levels, not least at the city government level. The challenges and possibilities come from two directions: Firstly, the demands from the citizens on participation and information, and the need for city leaders to communicate the policies are important engines for the development of democracy. Secondly, the technological evolution has given us tools and working methods that can meet some of the demands from the citizens and city leaders.

This issue of the Baltic Cities Bulletin tries to mirror the development in governance issues in our region. The picture given in the stories from our members is impressive. We are certainly on the move to a new level of citizen's participation, information and involvement, using all these new technologies. However, we must not forget the value of our traditional methods, and we must also not forget that all citizens or city leaders cannot utilize the new methods – we are not inventing something that can replace our traditional democratic system, just improve it.

Also UBC will develop its democracy and contacts with the members. You will soon, I hope, notice an improved UBC home-page with better accessible information and communication. I also hope that the UBC Working Group on the revised UBC Strategy will present some ideas on UBC governance.

The period since the last issue of BCB has been full of activities for me as UBC President. Among other, I had the opportunity this summer to lead a work-shop on the EU enlargement at a conference in connection with the start of the Danish EU Presidency. Recently I visited the Baltic Sea Parliamentary Co-operation meeting in St Petersburg, where UBC was able to influence the final resolution in a couple of important issues.

UBC has also raised the question on the EU White Paper on Transportation, where the Baltic Sea Region hardly is mentioned. It can result in that nothing of the billions of future EU investments in transportation infrastructure will come to our region, except perhaps for a proposed bridge between Denmark and Germany. We need also to enhance the special transportation problems of the Baltic Sea Region, like remoteness from central Europe and the dependence on ferry transportation.

It has been a very long lasting, nice and warm summer, which is now turning into autumn. Here in Denmark there have been many signs of the unstable state of the environment in the Baltic Sea. Among others there has been a severe lack of oxygen in the water, causing mass death among fishes and other animals in the sea. So we must continue to improve our ways of treating the environment. UBC is one of the necessary tools in this work.

Per Bødker Andersen  
UBC President

Kolding, November 2002



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*34th UBC Executive Board meeting was held in Viljandi, Estonia, on 7-8 June 2002*



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# I. GOVERNANCE IN BALTIC CITIES

## WHITE BOOK ON GOVERNANCE – A STEP IN THE RIGHT DIRECTION

Europe faces a democratic challenge. There is a growing understanding that unless the European institutions are brought closer to the citizens, a dangerous rift may further deepen and put into question the legitimacy of the European structures. That could endanger the bold visions of building a united and prosperous Europe.

This state of affairs has undoubtedly many reasons, but one of them is related to the structural weaknesses of the European Union, a “democratic deficit” of the organisational structures.

The European institutional architecture was created in the aftermath of the Second World War to put an end to the devastating conflicts between major European nations. After a dark period of dictatorship and massive human rights violations, decision-making was concentrated in the national governments, as represented in the Council of Ministers.

While safeguarding of peace and stability is still a prerequisite for any European progress, we are also facing new challenges that brought about growing interdependency, major social and demographic challenges including inequality, and new threats to our health and environment. International terrorism, trafficking of drugs and human beings and other forms of crime are on our daily agenda. New situation also requires new solutions. The citizens of Europe have to be mobilised in safeguarding, defining and developing the values of our future European House.

Traditionally, the local and regional authorities have been playing a relatively minor, if not marginal, role on the European Union stage. This has fortunately started to change recently, as exemplified also by the White Paper on Governance published by the European Commission (July 2001). This is only natural, as the local and regional authorities play a crucial role as spheres of governance that are closest to the citizen. The cities and regions also have a major role in the implementation, financing and enforcement of policies and legislation.

The European Union is a system of multi-level governance. This implies that the

arenas of policy making are linked rather than nested. Linkages between the levels of decision-making (the Union's level – national level – regional and local authorities) challenge the division of labour between the authorities. This has led to a situation where the European Union has lost its purpose and clarity in the eyes of European citizens.

The White Paper is not an answer to the democratic deficit of the European Union as such but aims at reducing the management deficit of the Union. The White Paper is a product of the Commission and views the European Union from the perspective of the Commission. Its main argument is that the Community method should be revitalised and the balance between the institutions restored. This would contribute to openness, participation, accountability, effectiveness and coherence of the EU.

The UBC should welcome the general approach of the Commission. The restoration of the confidence of the European citizens towards the Union activities is needed and the White Paper offers important insights into that. The UBC has been stressing that in the process of bringing the European Union closer to its citizens, local and regional authorities should have an important role and has welcomed the Commission's approach, which stresses the value of these actors.

Regional and local authorities have important role in many policy areas, and in particular a key position in the management of structural policies. Their voice and needs are not yet, directly channelled into the work of the European Union. On the contrary, structural policy instruments have strengthened the position of central governments. The present systems does not offer channels and instruments to voice the interests of local and regional authorities.

The UBC has welcomed the proposals of the White Paper to emphasise the expertise of local authorities. This would in the best take place in a triangular relationship between the central

institutions, national governments and local authorities. Local authorities have the expertise and experiences not only in the field of structural policies but also in issues that are close to the needs and interests of the European citizens. Local authorities represent the best expertise in these policies and this should be exploited in better ways in the European Union. UBC member cities welcome proposals which promote that goal.

This will help the EU to reach out to citizens in ways, which take into consideration local conditions. It calls for a new kind of partnership. We should urge the Commission to establish a more systematic dialogue with national and European associations of regional and local authorities at an early stage of policy shaping. The UBC is ready to take a constructive part in that dialogue. We also offer out partnership in “target-based contracts” suggested by the White Paper.

We call for a new kind of partnership not only between the institutions of the European Union but also between the local authorities and central government authorities in order to facilitate the participation of local authorities in the early stages of decision-making that concern local authorities.

We also welcome the recognition of the White Paper to the role of networks in the European governance. The UBC is in itself a voluntary network of more than 100 cities on a regional basis. The region of the Baltic Sea constitutes an area of Europe where different traditions of local administration can work together through networking. Our organisation covers both Member states of the EU and the applicant countries, as well as north-western part of the Russian Federation.

The UBC demonstrates that the network approach is a valuable instrument in promoting collaboration between the local authorities. We suggest that the European institutions should devote more attention to these types of activities and recognise their value.

We should recognise with satisfaction that the White Paper notes with appreciation





the important role of exchange of staff and joined training between administrators at different levels. This is an important element in strengthening the bases of good governance in Europe. We stress in particular the importance of networking in regions where the enlargement of the EU is likely to take place. We stress that the role of local authorities is of a central value to the governance of the EU through training and twinning in the acceding countries.

The UBC also welcomes proposals concerning the new methods of regulation and the use of new legislative instruments. In our view the use of framework directives and co-regulation would serve the interest of cities and local authorities in allowing them to take into consideration local conditions and national and regional differences. The use of these instruments

should be studied and tested before their universal application.

All in all, the UBC evaluates positively the proposals of the White Paper, as should everyone interested to see local and regional public authorities to play a more active role in the governance of Europe. The larger involvement of local authorities and their associations could greatly contribute to the governance of the European Union. We urge the Commission to pursue its ideas forward in collaboration with local authorities, as we are convinced that for the EU to achieve its objectives, cities must be allowed to play a more active role in the framework of European governance.

At the same time it is obvious that many of the issues addressed in the White Paper call for deep changes in the European Union. Problems of transparency, participation,

accountability and openness should be linked to the broader debate on the future of Europe and addressed by the work of the Convention on the Future of the European Union.

The issues of governance, and the future of EU, are issues that must be at the permanent focus of the discussion within the UBC. Natural partners in this discussion are other cities networks, notably Eurocities, and organisations of regions such as BSSSC.

What is at stake is which kind of European home we want to construct for ourselves, and more importantly, for our children.

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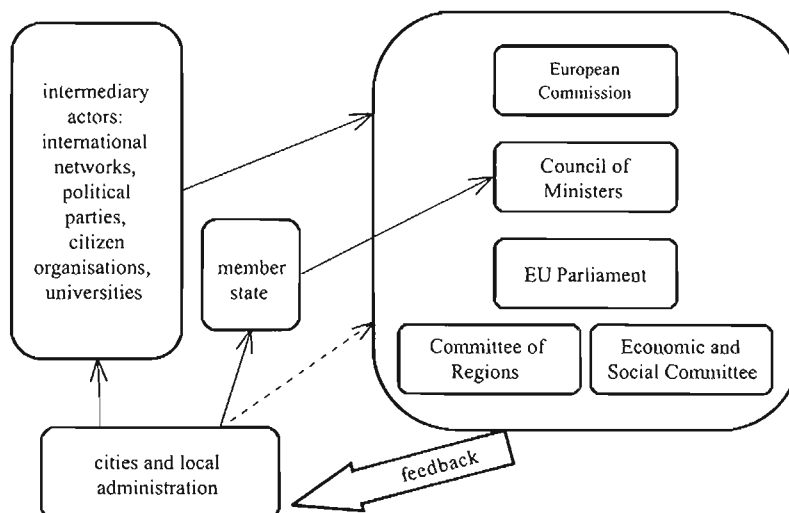
## CITIES AND DIALOGUE ON GOVERNANCE IN EUROPE

The large cities are in a special position in that they shoulder many responsibilities in service delivery. Cities have also natural ways of presenting their ideas to European discussion. In the nearest future, participation in the debate on institutional and functional reforms of European Union change will become an important arena of co-operation between Baltic cities.

Helsinki has initiated discussion on the EU reform of governance with some of its stakeholders. The discussion has focussed on the influence of European governance over the preparation of EU decision-making, especially from the perspective of local and regional administration.

It is remarkable that stakeholders can easily find new parallel ways and methods for influencing the EU decision-making process at an ever earlier stage. The stakeholders find ways of action by which they can exert a direct influence on decision-making. If the matter is considered from the viewpoint of citizens, then the local authorities should provide a channel for discussing the principles of governance in the concrete context.

On the other hand, the Commission emphasizes that an important element in democracy is that citizens participate actively in the preparation of decisions that concern themselves. In the Finnish cities, public servants have a crucial role in the preparation of EU matters at national level. Municipalities wish to be an arena for the presentation of a citizen's opinion.



According to stakeholder analysis, citizens need to have an impact on administrative questions through participation. Through that involvement, citizens want to secure an active role in the building of European institutions. For the time being, the discussion has proceeded from general European principles so that the public discussion has been half-hearted. When the discussion opens at the national level, concrete themes will come to the fore. At that point the public discussion taking place in the forums, in the internet and in the media may become brisker, as it expands to include both administrative models and governance.

The preparatory work of the authorities takes time and often intensive studies, too, of the complex circumstances of each

matter. For the system to function well, it would be preferable that the responsibility for preparation is separated clearly from the decision-making. If the aim is to have a broad civic debate on governance, it should be anchored into very concrete issues, and the themes of the debate should be well prepared. It is cities' responsibility to deliver facts on these themes and enable open debates.

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## RAPID PROGRESS IN WEB-BASED ADMINISTRATION

The future Espoo resident is a cyber citizen who can browse the City's web page at [www.espoo.fi](http://www.espoo.fi) and find a wide variety of information about every aspect of life in Espoo. Through the Internet, the Espoo citizen will be able to use services, run administrative errands as well as participate and exercise political influence.

In Espoo, these future scenarios are rapidly taking shape already today. We are introducing new web-based services, updating our communication and information functions, and improving the citizens' influence and participation possibilities through a major Web-service project. The objective is to turn the Espoo site by 2005 into a comprehensive service portal which provides versatile e-services to meet the different needs of individual users. The development work involves not only every sector of the City's administration but also a growing number of other public and private actors.

Simply having more services or the existing services accessible through the Web is not enough, nor is it sufficient to provide the citizens with the access to a computer. What we need are services that are not dependent on time or place and that can be used flexibly over the Web. Should the citizen have no Internet access at home or at the office, the libraries, joint service outlets or numerous youth premises provide the possibility to use computers linked to the Web.



*Mrs Marketta Kokkonen - Mayor of the City of Espoo*

The largest challenge is to provide two-way, interactive e-services. At this moment, the Espoo residents can use the Internet to leave an application for a day-care place for their children, or for a place to dock their boats. They can also look for advice through the web-based mother-and-child health clinic. In the near future, an Espoo-based GP can send the medical prescription electronically to the pharmacy, or the citizens can book city-owned premises for their uses through the Web. There are also several inter-administrative services to intensify their mutual operation.

The Internet is also used to improve the openness of the City administration and decision-making. Already now the Espoo citizens can follow the progress of decision-making. In the future the entire administrative itinerary from the first initiative to the final implementation will be made visible. The Web pages provide the citizens with a forum for discussion and expression of opinions on current

issues, plans and outlines. Through the Internet, the citizens can also give feedback on the services or make questions.

Espoo has also made open-minded initiatives in introducing new forms of political influence. During the youth city council elections of 2001, the young Espoo inhabitants between 13 and 20 years of age could cast their votes through the Internet.

In the city administration e-administration will call for a change in the whole organisation in the long run. Simply adding the letter "e" to a service does not automatically mean that we are dealing with e-administration. We need to reformulate the entire mode of service production.

To attain our objectives, we need state-of-the-art knowledge, creativity and innovative expertise and we need to employ the most modern information and communications technology. Espoo provides ample potential for such development work, thanks to the competence and expertise in the IT-sector that is strongly present in our city.

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## CoE CONFERENCE ON MANAGEMENT OF CAPITAL CITIES

The Council of Europe Congress of Local and Regional Authorities of Europe (CLRAE) organized, in co-operation with the City of Kyiv, a conference on the "Management of Capital Cities in Europe" that was held 3-4 October 2002 in Kyiv.

The conference constituted a follow up to the CLRAE survey on the management of capital cities and the meeting of mayors of capital cities of Council of Europe Member Countries, held in Helsinki on 29 September 2001.

The speakers at the conference,

representing a range of European capital cities, elaborated on capital cities' relations with national authorities, surrounding regions, districts, their own population, and the dimension of capital cities' international relations.

It was established that capital cities must act as a model for the rest of the country. The capital is often an engine for economic development and usually the seat for major institutions. Therefore it is particularly important to achieve an exemplary level of management in capital

cities. Legislative clarity is a prerequisite for a well functioning administration.

Next comes the question of the relations between the capital cities, the districts and surrounding regions. As a rule of thumb, there must be a system for financial solidarity, fairness, coherence, efficiency and, most important of all - common sense. However, the most efficient solutions regarding the division of responsibilities between the capitals and other levels of administration depend on the unique circumstances of each city.





## DEVELOPMENT OF INFORMATION SOCIETY

The Municipality of Gdańsk was one of the first local governments in Poland to create the Integrated Computer City Management System – “Ratusz” in the late 1980s just after the political transformations. The system was initiated by creating record files. Later on, it was expanded by introducing analytical-financial systems, document circulation systems and Spatial Information System. The implementation of the above systems had always been preceded by a thorough system analysis, as well as a technical project. A strategy aiming at full integration of all individual systems has been adopted. This strategy has been consistently applied. So far we have achieved full integration of the text base of RATUSZ system with the SIP graphic maps. Such integration and updating facilitate diverse visualisations and data analysis.

The database of the system includes among others: record files of 460,000 residents of Gdańsk, 205,000 car files, 55,000 business records, 4,000 financial and accounts documents per year; the system is also capable of storing historical data. All the records are systematically updated, including the identification of the person and time of data modification. Access to particular sub-systems is strictly controlled and it complies with all security requirements.

Without information technology work in the Municipality would be inefficient and unfeasible. RATUSZ system reaches all the main file/record units of the Municipality. Swiftmess, high quality of the services provided as well as the analytical-statistical capabilities of the system have proved to be indispensable not only for the citizens but also for the mayor, the executive board, councillors and, last but not least, for each and every employee of the municipality.

Consistent actions leading to the development of information society have won the city quite a few prestigious awards – including such well-known Polish awards as the

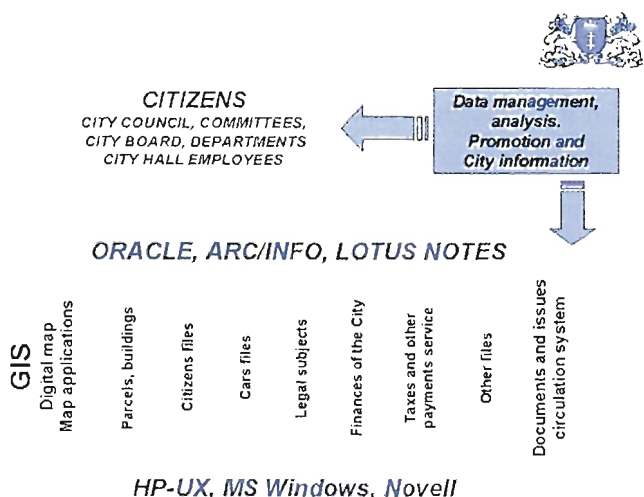
“Information Technology Leader” and “Silicon Commune”. The latter were presented to the city in recognition of the application of information technology in the urban area management and in facilitating citizens’ services. The city has also been rewarded for leading in appropriate application of information tools for the benefit of its residents.

In response to the European directives: e-Europe and e-Europe+ Gdańsk was yet again the first Polish city to work out the e-Gdańsk strategy aiming at the development of information society in the local community. At the present moment the strategy is still being discussed. The development of the information society is one of the priorities of the City Development Strategy of Gdańsk 2010.

Gdańsk is a city which has recognised the need to create compound “strategy of an intelligent city” in order to stimulate its growth as a competitive international site for Hi-Tech investments at the same time remaining a vibrant city and friendly for its inhabitants.

We would welcome any offer of co-operation and we are eager to share our experience with other cities in order to stimulate global education process and the development of Information Society in Europe.

Mr Wiesław Patrzek  
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Nevertheless, one certainty is the necessity for local authorities to manage their own fiscal resources. Another certainty is that the guidelines provided in the European Charter of Local Self-Government offer guidance for all local authorities in capital cities and elsewhere and that it thus constitutes an invaluable tool for implementing efficient local democracy.

Community engagement is naturally a basic element in implementing local democracy. The speakers at the conference provided different examples of how it can best be assured. If the level

of technological development permits, e-governance with online contacts between the citizen and the administration, where the advancement of any matter through the administrative process can be monitored electronically, brings a world of new possibilities to further contacts between administration and population. In some administrative cultures, such as in Switzerland's, there is a long tradition of referenda on important local community matters.

A report summarizing the findings of the above CLRAE survey and the results of the conference in Kyiv will be presented

to the Plenary Session of the CLRAE Chamber of Local Authorities in May 2003, accompanied by concrete policy proposals for strengthening local democracy in capital cities in the 44 member countries of the Council of Europe.

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## NEW PUBLIC MANAGEMENT RECOMMENDATIONS

Danish city and local government have had more than a decade of ambiguous experience with contracting out, competitive tendering and various additional elements of an extensive battery of „New Public Management” recommendations for public administration.

Contracting out in Danish city government has covered a wide range of sectors, including elderly care, child care, cleaning and maintenance services, road building and maintenance as well as other areas. Among the lessons learned, while contracting out may lead to greater efficiency in production, gains are often accompanied by substantial transaction costs. City government has faced difficulties in specifying requirements in sufficient detail, especially in public service sectors, as well as great monitoring costs regarding the fulfillment of contracts.

In the light of experience, attempts are

presently made to rethink processes of public-private cooperation. Aarhus City Council has recently decided to conduct experiments with new forms of public-private cooperation under the headline of *partnering*. It is formally identical to traditional contracting out, but attempts are made to circumvent extensive requirement specifications and reduce monitoring costs.

The traditionally detailed requirement specification is replaced by a brief description of values, goals and current practices. Detailed contract monitoring through tight budget constraints and eventually through the court system is replaced by a permanent forum of (re)negotiation. The key word is trust, not control. A private contractor is entrusted with the responsibility for designing processes, while the common focus is on outcome. Goal attainment and profitability are regarded complementary and of common interest of both parties.

The Technical Department prepares engagement in an extensive partnership with a private contractor in the field of sewer maintenance. The partnership will be based on renovation of the service pipes with NO-DIG solutions and will be of an amount of 0,40 - 0,67 million EUR each year for a period of up to 4 years.

The belief is that contracting with specialized business firms should add efficiency and quality to public sector output. When contracts are made on the medium and long term, it may be possible to join private and municipal interests in efficiency and goal achievement through trust and openness, rendering superfluous traditional requirement specifications and contract monitoring.

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## PARLIAMENTARY AND DISTRICT REFORMS

Two years ago, after the local election in 1999, the city of Bergen implemented two major political reforms: city district reform and parliamentary reform.

### The City District reform.

From January 2000, Bergen has been divided into eight urban districts with their own Councils and local administrations. Each District Council has 13 members appointed by the City Parliament. The District Council also reflects the political composition of the City Parliament. The districts, with population between 12 000 to 40 000 inhabitants, are responsible for about 80% of the expenditures (where investments are not included).

The District Councils have wide power over a wide range of welfare tasks. The services they are responsible for are care for the elderly, primary health care, social services, childcare, care for the disabled, primary schools, kindergartens, local culture, parks and recreation and some technical services.

The main goals or reasons for implementing the City District reform were to increase local democracy, to increase participation and community involvement, to use more effective municipal resources

and to improve working conditions for the employees.

### The Parliamentary reform.

In June 2000, Bergen implemented a parliamentary system of governance. The City Parliament has 67 representatives and is the highest political authority. Four standing committees are responsible for preparing proposals and reports for the City Parliament. The City Parliament elects the City Government that has seven

commissioners with extensive executive power. The commissioners head the municipal administrations and are responsible for all the municipal activities, including the City Districts administrations. The City Government must have confidence in the City Parliament.

The City Parliament elects members of the District Councils and at least 3 of them (including the leader) are members of the City Parliament. The leader of the District Council is a half-time politician.

Some arguments for the Parliamentary reform were to make the politicians more visible, to increase the responsibility and accountability of the politicians, to sharpen the political differences between the political parties, to increase the political control and influence over the municipal administration and to make people more interested in politics.

Both the City District reform and the Parliamentary reform are going to be evaluated during 2002-2003.



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## SÖDERMÖRE WARD IN KALMAR

I have the feeling that we have created new and better relations between the inhabitants and the politicians/administration in our part of the City. We can also see that this has contributed to better relations between different sectors in the area, better efficiency in the administration, and to a higher degree of well-being among the employees, says Stig Sjödin, head of Södermöre Ward Administration.

During the last three years the southern part of Kalmar, a rural area with about 7.000 inhabitants, has worked independently with responsibility for children and youth care, elderly people care, culture and leisure time activities. The aim behind creation of the ward was to strengthen democracy, vitalize the politics and create possibilities for a more efficient organisation with high quality.

We have in different ways tried to activate the inhabitants in the development. Examples of this are preparation groups, citizen panels and focus groups with special themes. We have also started with open board meetings and regular meetings with different village communities. This has created a new atmosphere of collaboration



*Three persons of the administration of ward: Ann Gustafsson, Björn Westberg and the head Stig Sjödin - in front of the office in Ljungbyholm*

and a common identity in the area. Our work with the cultural workers has also strengthened this identity. One example is the big event "the cultural scoop"

(KulturÖset) where cultural workers, both professionals and amateurs, present the culture in the area. About 5.000 people took part in the last event in the beginning of September, says a proud Stig Sjödin.

The main thing for this democracy project is to create new meeting places for the inhabitants and present different ways for the inhabitants to participate in the development of the area. But still, the administration and board is responsible for running and efficient administration.

Statistics from different survey investigations made by the municipality show that the personnel employed by the ward is more satisfied and less sick if compared with the municipality as a whole. The ward is also one of few administrations inside the municipality that is expecting to deliver a surplus to the municipality budget in the end of this year. The results after the first three years are so impressive that the city council has decided to prolong the project for the next four years.

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## NEW TERRITORIAL ADMINISTRATION

Last year Kaunas City Council approved the division of its territory into neighborhoods as the lowest self-government chains. It is considered that after the realization of this program it will be easier to receive funding from European funds for the creation of inhabitant well-being. The Government would receive more comprehensive and detailed information about issues that make life difficult for inhabitants and can take all measures to make Kaunas a convenient and safe place to live in.

The territory of Kaunas City Municipality is 157,15 km<sup>2</sup> with 60,75 percent covered by buildings and the population of 381,3 thousand. It is the only city in the entire eastern zone of the Baltic Sea situated on the crossroads of two international transport corridors.

This year the municipality started the implementation of a new project - the

reconstruction of a public transport system to make it more ecological. This initiative is a part of international public transport reorganization project supported by the European Commission, allowing the creation of a modern passenger transportation system that corresponds to European standards.

It is foreseen to build the railway gauge of European standards between the two biggest Lithuanian cities allowing the speed of trains of 160 km/h. It is considered that Kaunas becomes a promising logistics center where cargo flows from the North to the South and from the East to the West will collide. The establishment of Kaunas Free Economic zone at Karmelava Airport will offer businessmen and investors favorable conditions for their activities in the territory of one thousand hectares.

Kaunas is a city of information society and electronic self-government with 80

sound companies of technological-innovative profile and a new program - e-Municipality with „Interactive Map of Kaunas Investments”.

Kaunas is an attractive city for tourism development. It is one of 1309 European cities participating in the international event during which inhabitants use public or ecologically clean transport and improve environment status. It is planned to complete biological water treatment plant in 2005. After implementation of this investment project the pollution of open water basins in the city will be diminished to the level corresponding to the requirements of Helsinki Commission.

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## THREE STAGE REFORM

Since 1992, the State Capital has been carrying out administrative reform, which was designed for 3 stages.

In Stage 1, those elements (methods, procedures, regulations, etc.) were examined, which were directed towards improvements within the administration. The objectives were efficiency, decentralisation of responsibility for resources, simplification of procedures, qualification of staff, etc. The measures proposed have to a large extent been implemented in the administration.

Stage 2 is concerned with collaboration between policy and management. This involved improvement in political control, an assurance of discretion allowed by the City Council to the Management Board, whereas in return the Management Board is required to submit informative reports.

The core feature of Stage 3 is external orientation of municipal services:

**Customer satisfaction.** It is important for the City Council to know what the citizens expect from the products on offer. To this end, a new method of citizen participation was tried out with the support of the University, for assessment by the citizens of administrative performance. Around

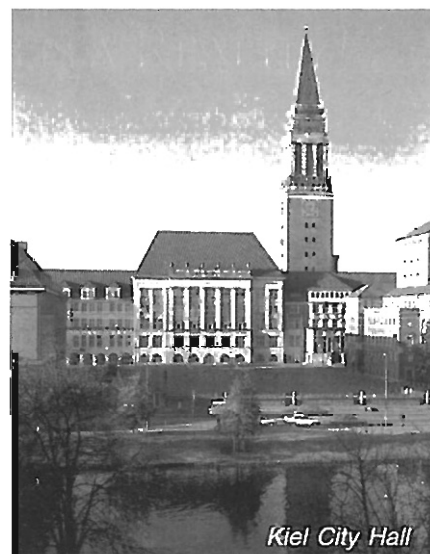
16.000 citizens of Kiel over 16 years of age were asked for their opinion. A number of suggestions were presented to the Management. The overall result was a positive assessment.

**Provision of information to the citizens.**

The impact of services, as well as the quality of the service provided, can be made more effective, if the customers' wishes can receive attention at an early stage in the design of the product. This set of instruments, also employed by private businesses, can be transposed to the provision of municipal services. For example, early participation and involvement by citizens in finding solutions to problems in the service design process was investigated.

**Citizen participation.** Active participation by citizens in general in political life or by the assumption of honorary tasks is important for the work of the Councillors. As part of Stage 3, therefore, instruments for intensive participation by citizens in several sub-projects was tested.

An important aspect also at this stage of the project was achieving improved quality of municipal services using the available resources.



*Kiel City Hall*

The State Capital of Kiel has, in the implementation of the administrative reforms, adopted a path of clearly realisable small steps and has developed all the reform and modernisation steps as far as possible from the standpoint of amortisation. All reports by the State Capital of Kiel are published in German language under [www.kiel.de](http://www.kiel.de).

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## STRATEGIC PLANNING IN KLAIPĖDA

Very often Klaipėda is called the capital of West Lithuania. This is a very clear, simple and comprehensive vision of the city, but also obligation and responsibility are hidden in these several words. In the summer the city celebrated its 750<sup>th</sup> jubilee with the motto "The city where I wish to live". The main task of the process of strategic planning was to learn and understand what kind of a city the community wanted, how to achieve common goals and decisions that reflected its interests.

Strategic Development Plan 2001-2010 was adopted by the City Council in April 2001. The voting result was 25 "for" out of 26. We were proud of this result, because it was achieved by democratic procedures harmonising the positions, compromising and discussing with all economical partners, politicians, executive institutions and the community. This was actually the first attempt to see the

perspective of the city under market economy conditions. Five major priorities equal in their significance were defined in the document: to create employment opportunities by offering investment incentives and encouraging business development, to develop infrastructure for business improvement, working and living conditions, to strengthen integration between the city and the port, to develop the housing stock and improve its quality, to develop the fields of education, science, and culture.

These priorities were born after identification of the city's main problems and formulation of certain strategies. Identification of priorities helps to optimize the resources, allocating them to implementation of the set goals. The investment of about one third of a billion EUR is necessary to carry out the measures set in priority goals. Since today the city budget allows just provision of

municipal functions, but not investment, the role of active assets management and privatization policy can significantly contribute to implementation of various projects. By partnership with private sector and EU funds the city can attract investment to implement the strategic goals.

Introduction of strategic planning in Lithuanian municipalities is a new and complicated process that embraces the demand for much knowledge, work and a wish to change. A strategic plan is never perfect. It is a living document of contemporary times that proposes the city's perspective. Our responsibility is to coordinate our joint actions to create the city where we wish to live.

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## KOSZALIN CLOSE-UP

Koszalin took various actions to maintain the dynamic pace of its development. Through firm financial policies, rationalized expenses and a budgetary surplus allocated to numerous investment, social, cultural and educational purposes, the most urgent needs and expectations of the Koszalinians had been met in the passing year.

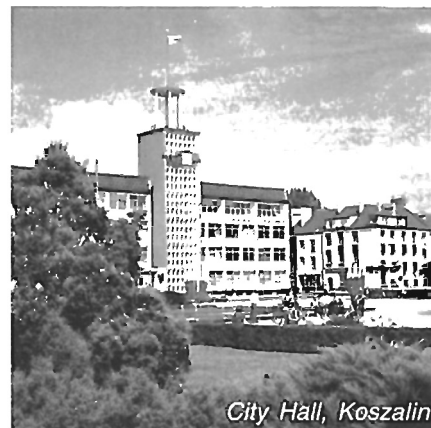
Beautiful front elevations of buildings, new buses, repaired street surfaces, well-kept greenery, cleanness and order is all that strikes you while visiting the city. Indeed, in recent years a lot of changes took place in terms of city maintenance. As nothing speaks for a property owner better than mowed and well-kept lawns, cleanness and order, the Koszalinians have worked out model solutions and showed that the city can be kept in proper order.

Moreover, the city is focused on investments. Each year, approximately

PLN 60 million is invested in Koszalin. During the last four years, a new gymnasium and more than 300 apartments have been built. The Jamno sewage treatment plant has been modernised and a new Mostowo water treatment plant has been launched. 10 km of cycling trails have been completed. The city authorities take care of the condition of the streets and stairways. More and more municipal housing and crossroads become renovated.

The city, apart from the changes to its image and the municipal economy, has achieved considerable international successes. Koszalin has been awarded with the Diploma and Honorary Flag and Emblem of the Council of Europe for its activities in respect to building a common Europe and creating a resident-friendly city.

Many processes to be completed in the coming years have been initiated. Yet, unemployment is one of its serious problems yet to be solved. Though with



*City Hall, Koszalin*

less and less subsidies from the central government, various measures are undertaken to combat unemployment. On the other hand, tax rebates are offered to investors and the city is promoted in such a way so as to attract capital and create new jobs.

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Liepāja City Council informs and involves the community into the daily processes taking place in the city through its Community Service Centre.

The first Latvian Community Service Centre (CSC) was established on May 31, 1999, with the aim of providing qualitative

service to the community. People should not any more wait at different doors of the City Council officials. Cooperative and welcoming CSC staff assists, informs, explains, consults and organizes. If still necessary, citizens can also fix with them the appointment with mayor, his deputy or council members.

Daily the CSC is orientated on the needs of the client, availability and transparency of the information on the City Council work, reduction of a citizen's time, facilitation of the dialogue between the community and the local government. During its three years the CSC has shared its experience with almost all the Latvian local governments.

The experience of Bellevue, WA – the sister city of Liepāja in the USA – has inspired the establishment of Mini City Halls in the most remote neighbourhoods of the city to make the municipal services available to the citizens closer to the place where they live.

On September, 14 this year during the Autumn Fair the Liepājans could also visit for the second time the Information Day organized by Liepāja City Council. The participants were various municipal and state institutions, authorities and

utilities whose operation and assistance is used by citizens every day. They demonstrated their services and everyone could find out more by asking questions to the companies' representatives.

To raise the community awareness and information level, the City Council's Press Service prepares a monthly newsletter "For every Liepāja citizen". The newsletter speaks about the topical issues, informs about the activities and initiatives of the municipality – street and road repairs, new construction plans, cultural activities, etc. Further, it explains and clarifies the most essential decisions of the City Council in the language understandable for everyone as often the decisions are formulated in "red tape jargon". The newsletter provides feedback from the community as it includes short questionnaires on relevant topics. Provided free of charge, also in Russian, it reaches the mailbox of the each household.

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*Liepāja central market – popular place not only for shopping, but also for its fairs venue and the Information Day*



## STILL ROLLING SINCE 1994

The project to adapt and develop the environmental management system (EMS) to the needs of the city organisation started in the end of 1994 in Lahti. The EMS-process aims at a systematic, wholesome and interactive approach to reduce the environmental impacts of the city's activities. The Lahti-EMS is an application of the EU's Eco-Management and Audit Scheme and part of the Local Agenda 21 for the region.

Being still developed, the management procedures are improved from the grass-root level to the top of the organisation. The EMS-process is coordinated by the environmental management team, consisting of the city's deputy mayor and managers of bigger departments and municipal companies. The process is implemented by a group of 7 persons.

The environmental analysis has been an essential starting point for setting functional environmental objectives and means for different levels of the city organization. Many meetings and

seminars have been arranged for the participating personnel, the authorities and politicians to run the EMS-process and to evaluate results.

Public participation is an important part of the EMS-process. Local newspapers, radio stations, exhibition in a local library and lectures have been used to inform the public about the process and its results. A significant part of the participation has been channelled through Lahti Environmental Forum, promoting the Local Agenda 21.

The intensive cooperation has succeeded in developing suitable tools for different phases of the system. Especially tools for the environmental analysis and for the follow-up phases have been satisfactory. Also the organizational model which is based on networking remarkably increased the ability of the personnel to take care of environmental aspects related to their work.

The second round of the management circle is now under work. The policy

approved in 1995 was renewed in early 2002. The environmental programs of different departments and municipal companies include hundreds of different kind environmental activities that the organization is committed to implement. The activities can be in the form of projects or they can be continuous like monitoring the quality of the ground water supply. The first follow-up of the implementation of those programs was carried out in 1998. Now the city has published the first joint environmental report which is available at: [www.lahti.fi/vyk/ymparistoraportti](http://www.lahti.fi/vyk/ymparistoraportti).

The Lahti experiences are encouraging. This is an example of one functional implementation of the Rio's convention for sustainable development on the local level. To reach such progress it is important to understand that the question is about a process where human relations and communication skills play an essential role.

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## REGENERATION PROGRAMME

In September 2001, the south-west area in Kolding was among the cities nominated for Baltic Cities Award. From 1997 - 2001, the area was part of the Government's urban regeneration programme "Kvarterløft". Its aim was to improve the quality of life through projects originating from the residents' own ideas through a planning process involving a close dialogue between citizens, municipality and politicians, local associations, businesses and institutions.

The neighbourhood improvement coordinator is now connected to the area as a consultant in order to solve problems associated with the project's final anchoring within the neighbourhood and also to anchor some of the experiences in the municipality. Dealing with "kvarterløft" has not only strengthened the interpersonal skills of the residents who became involved in the process, but has also gradually altered the way the administration handles cross-sectoral, multidimensional projects.

**Community team - a way of working with local neighbourhoods.** In order to support the area-based efforts in the



municipality, plans are now being made for a new community team of municipality staff from different sectors to promote interdisciplinary thinking in all the different parts of municipality. The idea is that the Community team can quickly make a joint effort when problems arise in close cooperation with the individual sectors, and also spot negative development in the early stages. It is known from experience that in districts with a concentration of social problems, there is often a lack of cultural and leisure activities, poor green areas, etc. This can serve as a quick measurement and indicate if an extra effort should be made. The aim is to involve the residents in identifying the most important issues to be dealt with in the whole planning and decision-

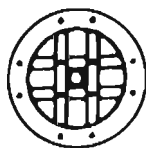
making process in each district. The philosophy is that the locals know where the problems and the resources are, so by involving them it becomes possible to awaken a slumbering civic society and benefit from the local knowledge.

**A new role for municipality staff.** To work with an area-based view instead of a traditional sectorbased view challenges the existing role of municipality staff. Instead of seeing local residents as clients or users and the municipality as the authority, the community team has to be consultative and see the local residents as active participants in the establishment of services.

Danish Building and Urban Research will follow the process in an action research project. Funding has again been secured from the Government's Urban Development Programme to continue developing the process in the South West by establishing sustainable partnerships and to monitor the establishment and work of the community team so we can adjust its functions along the way.

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## NACKADIALOGEN

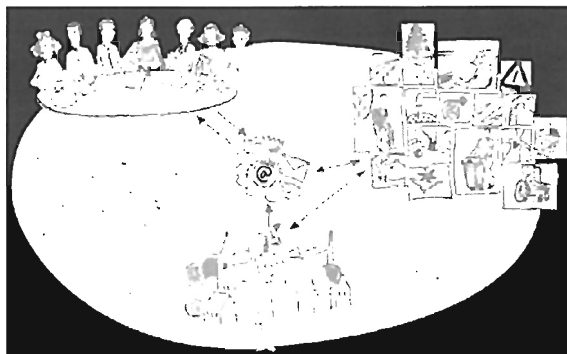
Nacka is a municipality with about 76000 inhabitants. It is a suburb to Stockholm. We have divided the responsibility for financing and operations in the municipality in order to develop competition with private enterprises. The main reason is to develop the service and to minimize the costs. We also pay a lot of attention to the development of local democracy. Citizens' demands are in focus for our work. Nacka started the Nacka Dialogue in order to:

- Involve citizens in the development of the services
- Improve the basis for the political decision making process
- Continuously make sure that citizens are satisfied with our services.
- Increase the local democracy
- Improve the adaptation of the services to people's demand

How it works. The Nacka Dialogue is developed mainly for citizens' involvement in infrastructure, ground maintenance and waste services. The duties of the municipality, the expected level of service and expectations of the citizens are described in the Internet and in folders available in the local libraries.

There, citizens can also find how to get answers, to complain or to suggest. We have one e-mail address and a 24 hour phone number everyone can call.

The citizens do not have to wait for the right person to answer if, for example, they



find any risks at their children's playground or if the street is not cleaned after a snowfall. They just send an e-mail or dial one number which is transferred to the responsible person.

**Benefits.** Citizens have also access to all information about the services provided and the level of services. They are also invited to the dialogue on service.

**The service provider** has the mail and the phone calls and include it in a quality assurance plan. **Politicians** have all phone calls and e-mails analysed and

processed. It is the most important that we have local discussion about the level of services and the ways to improve them.

Results so far. The Nacka Dialogue has been in use for two years, and has handled about 20-000 contacts. Approximately, one half are e-mails. Most of the citizens wish to inform that something is not functioning properly, for example street lightning or insufficient clearing of snow. One fifth is suggestions for changes. A great share of the suggestions concern traffic regulations, often citizens who wish to reduce the speed of vehicles in their neighbourhood or desire other traffic solutions. Many of the contacts concern safety issues.

About two weeks time after receiving the complaint we check if the citizen is satisfied with the way we have handled the problem. All the information is kept in a database, which gives great possibilities for analysis. This system gives a transparency – the complaints and suggestions from the citizens now become a shared knowledge for politicians and staff.

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## THE 24-HOUR CITY

In the years of 2001 - 2002 a study has been conducted within the city of Sundsvall aiming at producing an action plan for 24-hour city of Sundsvall. At the same time, the Swedish government and the EU have been working with the same issues.

The 24-hour city is to be characterised by accessibility, service and quality in a three-year perspective. The aim of a 24-hour city is that residents and companies need to only have contact with **one** authority when dealing with a specific issue.

Here the concept of the *24-hour city* is that the city, via its website, [www.sundsvall.se](http://www.sundsvall.se), will be able to provide information 24 hours a day about civic operations and provide services requested by residents that can be appropriately handled in a digital format. Furthermore, the city, via its *local resident*

*offices, departments and employees*, will continue to supply information and civic services during regular working hours.

The action plan has a three-year perspective. During this period the city of Sundsvall and its residents aim at achieving the following goals:

- manage all registration and submit applications via the Internet
- pay fees and request grants directly on the Internet
- monitor progress and communicate with the parties involved in a given matter
- have access to all public documents via the Internet
- identify the correct civic employee/unit via the Internet
- present proposals and submit complaints via the Internet

The services on the website should be developed so that the disabled have a reasonable opportunity to make use of

the services, too. A number of services can be developed and introduced on the website during the first year while others will require more time. In several cases the services are dependent upon the city exchanging information with governmental agencies and other cities. Initially, a joint effort will be made to make all *civic forms* used by the public available on the website. This can be regarded as a transitional measure while more sophisticated services are being developed.

Another important aspect of the city's presence on the web is *improved basic information*. A major part of this work is being undertaken in connection with the current updating the city's website. The action plan only covers services aimed at *residents and businesses*.

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## ELECTRONIC SAINT PETERSBURG IS A REALITY!

In a new century successes of economy, social sphere and standard of living will be substantially depending on a level of developing information and communication technologies and on the degree of developing the information society. That understanding has led to the creating of the regional target program Electronic St. Petersburg. The Program basis is the exact analysis of the branch Information and communication and its development forecast till 2008. In the project realization of 12 directions based on information and communication technologies is foreseen:

1. Modernizing legislation grounds and a system of state policy in the field of ICT
2. Providing broad-access for the

population and municipal objects to the information resources of St Petersburg

3. Increasing the effectiveness of information interactions of the bodies of state authorities and local deputies on the base of using up-dated ICT

4. Developing telecommunication infrastructure of St Petersburg

5. Developing of the industry of information and telecommunication facilities and systems

6. Introducing ICT in the economy

7. Establishing of automatization systems of filling in state cadastres and registers

8. Developing e-commerce

9. Supporting fundamental and applied researches in the field of developing and applications of ICT

10. Developing common information environment of science and system of continuous education

11. Developing of international and inter-regional co-operation in the field of working out and introducing ICT

12. Developing mass media

Realization of the Program, alongside with improving the structure of management by the city, will open an

opportunity for each citizen.

- To be connected to Internet network under essentially lower tariffs due to wide introducing of multiservice networks of a cable television;

- To provide access to information services and services through Internet network (payment of taxes, company registration, transfers of money resources to the population, receiving of information and documents, etc.);

- To reduce the time being spent in the offices of officials, for the account of faster and more qualitative work of the administrative personnel;

- To use opportunities of electronic trade more widely;

- To increase a level of education, using distance methods of training (e-learning);

- To receive through Internet - mass media the actual information on the events taking place in our city, in Russia, all over the world.



Kazansky Sobor, St. Petersburg



## METROPOLITAN INITIATIVE

Scandinavian countries have a long tradition of local self-governance. The state delegates a range of responsibilities to the local and regional levels. What's interesting the local authorities have the right to tax their citizens. This privilege gives them a possibility to decide independently on the services provided, but the citizens influence the level and supply of services.

An example of good practice of co-operation and joint action between the state and the city, would be the Metropolitan Initiative. Half of the resources for this initiative for Malmö, Göteborg and Stockholm comes from the national budget and the second half comes from the city's budget.

Firstly, the Initiative aims at giving urban areas good conditions for growing and creating new jobs. Secondly, it is to remove the social and ethnic segregation in the urban areas and to promote equal living conditions. The overall aim of the initiative is to give cities the best possible

conditions for growth and increased employment. It is agreed that the city itself is best suited to decide what measures are most likely to be successful and reach the goals set up jointly by the city and the national government.

For the city of Malmö this has meant that most efforts are put into the field of integration, since the city considers the large number of inhabitants with a foreign background to be an important potential for the community growth. Implementation of the Initiative in Malmö relays to a great extent on the initiatives of the citizens. We are convinced that the best ideas exist at the grass-root level and therefore we put a lot of effort into involving different groups of the society.

Such an example is project "Meeting place Möllervången", where Möllervången is a residential area notorious of drug problems, rubbery and unemployment. A non-profit organisation was created, where people can meet and get involved, exchange ideas on improving the living

conditions, needs of children, public security and culture. In another city district, a magazine was produced, focusing on local problems and giving information about various activities as well as encouraging people to take part in the district activities. The magazine also includes letters to the press, questions, ideas and proposals from those living in the area, politicians and authorities.

In yet another city district activities in the school building are arranged for children 10-12 years old in the afternoon after school has finished. This project involves teachers, non-profit organisations, parents and pupils. Different schools have the opportunity to promote its own profile. The aim of this project is to offer children meaningful spare-time, but another is to show parents of foreign background how non-profit associations work in Sweden and encourage them to take part in the activities.

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## FRIENDLY BUREAU

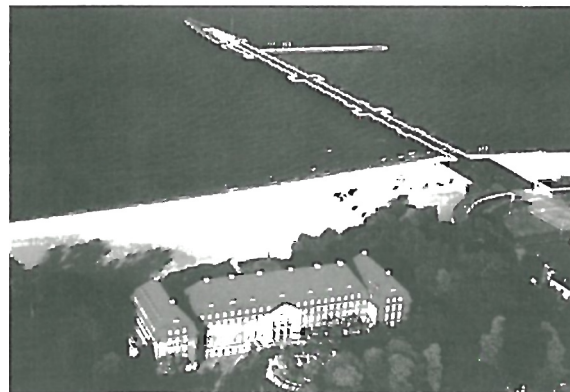
The local self-government of Sopot for many years has consistently pursued its policy aimed at streamlining the operation of local administration, particularly the town hall. Therefore, as part of the "friendly bureau" program, a decisive action was taken in several areas.

Firstly, employing state-of-the-art data communication solutions to establish an effective link with our citizens and to enable them to handle all administrative issues electronically. Last May we created the Official Sopot Town Portal (available at [www.sopot.pl](http://www.sopot.pl)) including a link called "e-community". All necessary procedures were listed there, with details on how and where different formalities may be handled, including forms ready to complete and e-mail to corresponding administrative units. Recently, we have also begun working on the implementation of the electronic signature in our town administration. Also, in the near future we will initiate a telephone/web information Contact Center, where operators will provide information and assistance on handling all formalities and administrative issues from 7AM through 8PM.

Secondly, in order to use modern management tools to improve the operation and organization of the town hall, the Sopot Town Council decided in 1998 to implement the quality management system in the town hall. The measures taken have led to the Sopot town hall being awarded two certificates in September 1999, which confirm the compliance of the system implemented with the ISO-9002 standard.

Thirdly, for many years now special attention has been paid to raising qualifications of the town hall staff. In addition to such self-evident measures as sending employees to various training sessions, seminars or conferences, a higher education co-finance program is also pursued as an efficient incentive to maximize efforts and gain prospects of promotion.

Moreover, for two years now the staff and managers of organizational units have been studying social skills, social sciences and the psychology of work in order to improve customer care inasmuch



*Famous Grand Hotel and the longest pier in Europe*

as possible. The solutions described hereinabove are mere examples of actions taken by one self-government with a view to improving the local community management and quality of services provided to citizens. However, the fact that Sopot - for the fourth time in a row - was selected the town with greatest potential for development in Poland in an annual ranking conducted by the Center for Regional Studies is probably also somehow due to the above activities.

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## ADMINISTRATION REFORM

Many German communities tackled the administration reform, following the New Control Model on the basis of the recommendations of the Common Office for Administration Simplification. Since 1997 the city of Rostock has developed some fundamental aspects.

1. Personnel development. By decision of the city council of October 1998, the administration was charged with the compilation of a personnel development concept. The main components are:

(a) Regular Assistant-Executive Talk. It will deliver individual agreements on objectives, working conditions and the co-operation between employees and executives.

(b) The Training Concept. It fixes the training needs for every single employee in order to do best.

(c) The Flexible Working Hours Regulation. It will replace the existing flexitime system (with almost 40 exceptional

arrangements) optimising the office hours for citizens and allowing a more flexible working time organisation for employees.

(d) The implementation of Gender Mainstreaming and the Women's Development Plan is an important principle of the administration reform.

2. Definition and description of products. The product definition was developed regardless existing organisational structures and budgetary restrictions. The Product Plan, the central document, will become the general guideline for planning, budgeting, organisation, personnel management, report systems and controlling.

3. Introduction of cost and result accounting. Based on a decision of the City Council of January 2001, this system will be introduced gradually until 2007. For the administration management and the political boards it is an effective control instrument of the economic performance.

4. Introduction of Sector Budgeting. In July 2002 the city council decided to introduce sector budgeting as from the fiscal year 2003. It gives as many financial resources as possible to individual sectors of the administration. Each sector will receive its own budget for use. Remaining resources do not flow back into the city budget. The sector is allowed to keep part of them at its disposal for the next year.

5. Project „District Office 2000". Certain public tasks were decentralised by passing them to urban District Offices. They also assume all tasks of the Registration Offices. Now the citizens have the possibility to settle at once all their personal affairs at each of seven locations in Rostock.

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## REINFORCING SOCIAL INTERACTION

There's currently a high level of interest in the question 'how can we create an urban renaissance? how can cities re-create themselves and think they are great places to live'. The research undertaken regularly by the Szczecin City Council, through the www citizens' panel, tells us more about what people do and don't like about the city today, the quality of life it offers, the city budget and its leaders.

People like the city's museums, galleries, libraries. They like the parks and open spaces, as well as the shopping facilities in the outlying districts. But there are aspects of life in Szczecin which are less popular, as there are in any city. The roads are congested, or people find travelling around the city is less easy or convenient than it should be. Nor do they think the roads are in a good state of repair, and some dislike the amount of litter in our streets. We could also do with the waste water treatment plant.

Development of governance at local and regional levels determine compel forms of citizen participation in democratic decision-making. That's why Szczecin City Council so eagerly provides its budgetary information and economic data on the municipality to its citizens. Clearness and transparency of the city finances management have become the city's visitors' card'. What is more, both the planning process and budget control have been made public through providing a wide, unrestricted access to the budgetary data via internet, in this way reinforcing an interaction between the citizens and the local government.

For example, the citizens get informed about Standard & Poor's ratings, which is significant to the city's finances and debt burden in the medium term. In fact, they are provided with the same level of information as the city managers, and exposed to the problems faced by the city in terms of expenditure. There they can

also find out that the city's revenues partly depend on the state of the local economy, that municipal taxes (other than real estate tax), which accounted for 35.0% of Szczecin's operating revenues in 2001, are unlikely to be affected substantially, and that the budget deficit will be entirely covered by proceeds from the sale of 49.9% of the city's heating company Energetyka Ciepna Sp. z o.o., and the city's cash reserves.

Szczecin City Council is interested what its citizens and customers think. We actively encourage feedback from people and businesses because it is the only real means of ensuring the Council is providing services that all 'fit for the purpose'! Comments and suggestions can be made verbally, electronically and in writing to the Council's office. They are all treated as a valuable contribution to energising a common vision of the city we want to create in a concerted way.

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## INFCITY PROJECT

A transparent and innovative local government has shaped Tampere into a strong Finnish e-government city. A special programme, eTampere, for the development of information society, was launched in 2001. eTampere contains six sub-programmes. The *Infocity*, run by the city, comprises three dimensions: developing digital services, access facilitation, and computer instruction – bearing in mind the importance of equality and a continuous review of service processes.

72% citizens use internet and the city web pages are accessed over two million times a month. In a user's survey the principal reasons for entering the city web site were to deal with the authorities and to obtain services.

Interactive on-line services and final transactions exist in the most comprehensive way on the library website. Among other things, it is possible to apply for rental housing by e-mail. Many kinds of forms from construction to swimming schools are available. With the help of an electronic identification system it is possible to forward official documents without signing them on paper.

A resident of the city can participate in local decision-making via the Internet. All agenda and plans by the local authorities are available on the Internet, and it is possible to comment on them by contacting the planners and decision-makers digitally. The results of different net surveys are taken into account, i.e. in determining the priorities in the budget.

Discussion platforms have been opened for topical issues, and opinions gathered this way have been appended to the preparation process. The "questions and answers" booth aims at finding answers to the questions from the public within a few days.

The most enthusiastic virtual citizens may join a neighbourhood community and utilise instruction and server space for local content production and group communication. Such services are even available to immigrants and ethnic minorities.

In addition to generating digital services, it is important to attend to their



*Internet-bus "Netti-Nysse" offers the citizens free Internet access and training*

availability and the citizens' skills in using them. The City of Tampere has placed more than one hundred computers with free Internet connection in various public places. The Internet education is intensified through the eTampere programme. An Internet-bus "Netti-Nysse" offers all that in a wireless form on wheels. Ongoing projects and future plans include multi-purpose smart card, e-health and expanding e-democracy, e-learning and mobile services.

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## E-STANDS FOR EVERYBODY

To make life simpler and administration of the city, development alongside the newest trends and innovation of information society is one of the goals of Tallinn. Significant steps have been taken to develop and promote the use of electronic administering of documents.

A remarkable number of documents are being compiled and registered in the integrated internet-based documentation system. Personal workstations have been established for each official in order to maintain the overview of the documentation flow. The system also informs its users about deadlines and the in-coming assignments. The system described has notably simplified administering of the documentation and it allows to observe the entire process in real-time.

For inhabitants and residents of the city the system enables to keep an eye on their requests sent to authorities, they know who, where and when is engaged with their claims. In addition, the registration of official post the system allows to form modules for administering contracts and legislative documents.

To prepare and execute the city government sessions, a modern data system has been used since January 1st, 2001. The system allows city officials and

servants to follow the progress of the session agendas and documents. After the ratification of the documents they become visible to every user who has access to the Internet.

As a subsystem, the AKTAL – Data System for Legislative Documentation of City Council forms a part of the documentation system described above, where drafts are registered. The system contains information on the city councils' sessions, managing committees and commissions meetings, as well as on the topics and resolutions processed. It is open to get acquainted with the relevant documentation, proposals and suggestions submitted. The sessions can be listened to in real time or found in the digital archive.

The decisions made by City Government and City Council are sent to the register of legislative documents of Tallinn which is part of the information system and where the majority of the documents are being processed so that all modifications can be detected and viewed.

Tallinn initiated the concept of e-Tallinn, based on the framework of the EU candidate states *E-Europe+ action*



*Tallinn City Government meeting shows that the work is done via laptops*

plan. The IT-council of Tallinn approved the statements for e-Tallinn and by the end of year 2002 precise action plan shall be drawn up to realize the goals. Tallinn is extensively co-operating with other Estonian cities in developing ICT. Co-operation agreement with Tartu was signed on October 07, 2002.

Though the development of ICT in Tallinn has been remarkable during the last years, the search for new and innovative solutions to enhance and simplify the life of Tallinnians continues in order to make it more effective and better quality.

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## MUNICIPALITY AND CITIZENS TO JOIN FORCES

Vilnius Mayor Mr. Artūras Zuokas rejoiced the co-operation of local government and citizens that has become increasingly notable in the city this year. According to the last survey, today up to 96% Vilnites have growing awareness of the projects implemented in the city. This high rate proves that Vilnius citizens take interest both in their city and in the possibilities to influence the processes here. For example, after long discussions with regard to formation of a golf course in Pilaite district, on the account of the opinion of inhabitants, Vilnius City Council made a compromising decision to draft a new project for a smaller course. It will ensure the maximum preservation of greenery and at the same time allowing the dwellers a closer look at the course. In this way, the benefits of society, city and

business are conciliated.

A crucial focus has been given to hearing various and different opinions. When drafting the Strategic Plan for Vilnius, after having decided activity priorities, the question of their implementation was directed to the experts of each field, aiming at their assistance. For instance, the debates on the increase of international competitiveness took place with the participation of political reviewers, representatives of the tourism sector, restaurants and hotel business, artists and the specialists of public relations. The opinion of Vilnius-based foreigners was also considered. To hear all the opinions, a variety of brainstorming was selected, which eventually evolved into a 'business breakfast' genre. Early in the mornings, the specialists of one field

gather for a cup of coffee and voice their opinions regarding the issue under discussion. In this way business people and citizens get involved in decision-making.

These are few examples of how the initiative of citizens and the representatives of business, culture and other spheres to co-operate in decision-making is encouraged in Vilnius. Despite the law-provided official decision-making procedure, the city chooses original ways that have proved to be efficient.

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## II. UBC Today

### 34<sup>TH</sup> EXECUTIVE BOARD MEETING IN VILJANDI

The 34<sup>th</sup> meeting of the UBC Executive Board was held on 7-8 June 2002 in Viljandi, Estonia, upon the invitation of Mr Peep Aru, Mayor of Viljandi.

#### UBC Action Plan

President Andersen reminded that the Action Plan was deeply discussed by the Board at the meeting in Toensberg. Several amendments have been made. Afterwards, the document has been sent out for comments to all member cities. The Board decided to adopt the Action Plan.



#### Social Charter

Ms Hamann, Rostock, reminded that the Social Charter was adopted at the General Conference in Rostock. Commission on Health & Social Affairs was authorised to make a working program on Charter implementation. The Commission intends to prepare the guidelines broadly describing the Charter and to elaborate a catalogue of indicators to evaluate how cities reach social standards stated in the Charter. Next step is to elaborate a catalogue of measures through which the Charter could be implemented. The Commission plans to prepare the first analysis on Charter implementation for the next GC.

#### Next General Conference

The Board decided to hold the VII UBC General Conference in Klaipėda on 17-19 October 2003. The City of Klaipėda warmly invites all member cities to attend the event. As regards the theme of the conference President Andersen stressed

the EU enlargement in the Baltic Sea Region seems to be the most important question, as the enlargement is expected in 2004.

#### Updating the UBC Strategy

The present Strategy was adopted by the GC in Stockholm in 1999. The President appointed a working group whose task is to update the Strategy. The WG proposed there should be a clear connection between the basic UBC documents: Statute, Strategy, Action Plan, Regulations. The targets of the Strategy shall be the Member Cities, potential members, other local authority organisations, European institutions. The new Strategy is to be adopted at the next GC.

#### UBC voice in European matters

The Board expressed an opinion that UBC should contribute to the Convention of the EU Future. The process has started and it is important that we should all be in touch with our national convention members, to influence them as much as possible. Mr Lohikoski, Turku, informed that the EC produced a White Book on the reform of European Governance and requested comments from different organisations. While the Convention is looking at how to build a new Europe and how to reform the structures, the White Book has a more limited goal - how to make the present system functioning more properly. In the White Book the EC rediscovered the role of regional and local authorities which is important for us. The Board adopted a UBC comment on the White Book.

#### New UBC Commission

President Andersen reminded that the Board in Toensberg authorised St.Petersburg to host a meeting and discuss whether UBC should create the Commission on Information Society. The meeting was held and its main conclusion

was that present cities proposed to create the Commission on IS. The Board decided to create the Commission on IS with St.Petersburg as the lead city.

#### Agreement with Eurocities

President Andersen informed that the cooperation agreement between the UBC and Eurocities was signed on 6 June 2002 in Helsinki between himself and Ms Eva-Riitta Siitonen, President of Eurocities. The first practical cooperation between UBC and Eurocities took place in Brussels in July where both organisations jointly contributed to the conference „EU Enlargement from a Local and Regional perspective”.

#### Commissions reports

The chairmen and coordinators of UBC Commissions and Networks held a working meeting in connection with the Board meeting. The leaders submitted activity reports from the period October 2001 - May 2002. The Board praised the Commissions & Networks for their active work and encourage them to continue their important tasks.

#### Youth matters

The Board meeting in Toensberg authorised a working group on youth to work out a document describing the goals of projected UBC Youth Network. Ms Gustafsson, Kalmar, presented the document. She proposed to hold the conference directed to youth and civil servants responsible for youth matters, in spring 2003. The Board approved the proposal.

#### Campaign “Without Limits”

The City of Gdynia introduced the concept of the UBC Social Campaign for the disabled entitled “Without limits”. The campaign would be held in connection with the European Year of the Disabled in 2003, announced by the Council of Europe. The campaign also refers to the UBC Social Charter. The Board supported the idea. The inauguration of the campaign took place at the conference in Gdynia in September.

By Paweł Żaboklicki  
UBC Secretary General





## UBC SOCIAL CAMPAIGN “WITHOUT LIMITS”

The problems of the disabled are solved depending on the level of social awareness and richness of a municipality.

Due to the civilisation progress and the development of motorization, a number of people with disabilities is still growing. It is believed that people directly and permanently disabled constitute 10% of the society. Take for example EU member states where 37 million citizens suffer from disabilities. In a lifetime everybody may become disabled in an accident (e.g. breaking a leg) which occurs either in an advanced age or as physical and intellectual fitness decreases.

The problem of disability affects not only the disabled but also their families, friends and the colleagues. Consequently, the costs of solving this problem are incurred by the society. It is disturbing that in the contemporary world a numerous part of our society fails to have an equal access to education, work, culture, and is, additionally, discriminated due to their disability. Therefore, the Council of Europe announced the year 2003 *the European Year of People with Disabilities*.

The City of Gdynia, being consistent in the realization of its disabled policy “Gdynia Without Barriers”, put forward the idea of **SOCIAL CAMPAIGN “WITHOUT LIMITS”** at the 34<sup>th</sup> Meeting of Union of the Baltic Cities Executive Board in Viljandi, Estonia. The campaign aims at exchanging experiences and

cooperation among countries located in the BSR to effectively solve problems of the disabled, as well as to eliminate social and mental barriers.

The campaign was inaugurated by the UBC conference, which took place in Gdynia on 27–28 September 2002. In the light of the prior survey on the situation of the disabled conducted in the member cities, the conference presented the Swedish experience of disability policy planning on the local level known as *Agenda 22*, an official view of the EU on the disabled, as well as examples of specific projects realized by a non-governmental sector, e.g. Polish Association of the Friends of “Integration” and Polish Association of People with Mental Handicap, Gdynia branch. Among projects which met with great interest were psychological ones: *Cover* and *Harmony* drawn up by J. Szulkowska, Ph. D. (Gdynia, Poland) which presented ways of coming out of the disability, or the project showing the place of people with disabilities in e-society, characterised by K. Kikkas, Ph. D. (Tallinn, Estonia).

During the conference Gdynia as the



*Piotr Pawłowski, Chairman of the Association of the Friends of "Integration" at the Conference*

first Polish municipality accepted the document *Agenda 22 – Disability Policy Planning Instructions for Local Authorities* which was prepared by The Swedish Co-operative Body of Organisations of Disabled People.

*Agenda 22*, written on the basis of 22 Standard Rules of UN General Assembly, is a guide for self-governments which facilitates local disability policy planning.

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## COOPERATION AGREEMENT WITH EUROCITIES

Eurocities president, Mrs Eva-Riitta Siitonen, and the UBC President, Per Bødker Andersen, solemnly signed a long awaited co-operation agreement between Eurocities and UBC at a ceremony in the city hall of Helsinki on 6 June 2002.

The signing can be considered both as a statement of facts and a starting point for further development. UBC and Eurocities have in rising scale deepened the co-operation since some years already. There are also many possibilities for broader and increasing co-operation.

However, it is not the question that the two organisations can replace each other – the field of interest is very different and varied, so is the structure of members.

Eurocities only allows cities with more than 250 000 inhabitants or cities of a very strategic importance.

At the moment the main co-operation takes place between the UBC Commission on Environment and Eurocities within the Sustainable Cities network and other environmental projects, but there is also a growing importance of the political co-operation between the organisations.



*Ewa-Riitta Siitonen, President of the EUROCITIES and Per Bødker Andersen, UBC President*



## “THE MEETING POINT OF DIFFERENT CULTURES”



*Participants of the summer camp at the workshop*

aware of their own roots. They studied thoroughly the history and culture of the 19<sup>th</sup> century and got aware of history and culture of the 19<sup>th</sup> century around the Baltic Sea. They also learned to understand different cultures and to be tolerant and adaptable.

Six schools were involved in the project: Kemery Secondary School - Jurmala/Latvia, Liepāja Secondary School NR. 1 - Liepāja/Latvia, Šiauliai Didzdvaris Gymnasium - Šiauliai/Lithuania, Langinkoski Upper Secondary School - Kotka/Finland, Rodengymnasiet - Norrtälje/Sweden, Kärddla Secondary School - Kärddla/Estonia.

During the initial step of the project, participating schools formed groups called „UBC class”. Each UBC class studied thoroughly the history and culture of 19<sup>th</sup> century of their own

country/region. 23 young people were chosen to participate in the culture camp on the island Hiiumaa in June.

The culture camp was very fruitful. During a week the students presented culture programmes and installed an exhibition on the project topic. Young people were active to take part workshops, local Midsummer celebration, excursions, sports activities, swimming etc. All had a chance to get to know other countries' history and traditions, folk dances and songs. There was a magnificent atmosphere in the camp. Thank you, students and teachers!

You are welcome to visit the Internet page of the project, address:  
<http://meetingpoint.dako.edu.ee>

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The project „The Meeting Point of Different Cultures” was managed by Kärddla Town Government and was held in co-operation with Commission on Education and Kärddla Secondary School.

The overall objective of the project was evaluation of the historical and cultural heritage of the Baltic Sea Region.

The project target group was students between the ages 15-18 from the UBC cities. In the project young people became

## TO THE INFORMATION SOCIETY TOGETHER!

Nowadays advantages carried by development and distribution of information and communication technologies (ICT) are well comprehended. As it is emphasized in Okinawa Carters of a global information society, ICT is becoming the vital stimulus of the world economy development.

The achieved level of business cooperation within the UBC has allowed to approach closely the coordinated decision of questions of developing the information society within the framework of cooperation of the Baltic countries. At the meeting in Viljandi, 7-8 June 2002, the UBC Executive Board decided to create the Commission on Information Society led by the City of St. Petersburg. The purpose of activity of the new Commission will be to assist in developing the BSR countries due to active introduction of information and communication technologies in the activities of the state bodies, citizens and businesses.

To achieve this purpose, the IS Commission will operate in the following directions:

- Support the international programs of

the European Community *eEurope*, *eEurope+* and the national initiatives directed at the development of the Information Society in the countries of the Baltic region

- Carry out the work on coordination of efforts of cities - UBC members in their activity on the directions: e-Government, e-Learning, e-Security, e-Skills, e-Commerce, e-Environment, e-Indicators

- Develop offers on formation of a long-term state policy in the Baltic region countries in the field of information

- Assist in increasing an overall performance of UBC Commissions on the basis of introducing information technologies in their activity

- Assist in improving an information exchange between UBC members on the basis of using modern information and communication technologies

- Interact with the Commission on business cooperation in the field of developing information and communication technologies in the Baltic sea region.

Today we can speak about the first results of our work. Under the initiative

of the city of Tampere (Finland) the seminar on questions of developing the basic directions of cooperation has taken place in Saint Petersburg in developing the Information Society. Businessmen and scientists of our two cities have already prepared interesting offers on realization of joint projects within the framework of inter-regional interaction. Among them there are creation of the joint Centers, projects Incubators, systems of remote training of municipal employees, information Internet - portals.

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## MARE ARTICUM REFLECTS ON THE SOCIAL ISSUES

MARE ARTICUM in 2002 had two issues on globalization and art and politics. *Globalisation* investigates the way in which the globalisation processes lead to completely new ways of perceiving social reality. It starts with "transculture" and the evolution of hitherto existing cultural patterns, moving on to the manner in which political decisions receive cultural and historical legitimisation. The issue also touches on the risks of the expansive "Euro-American" model of culture to those cultures that are not familiar with Western institutions of public life, including, seemingly, the most valuable ones such as democracy and human rights.

The mutual interconnections between the realm of art and politics are the intellectual background of the *Art & Politics* issue which presents art positions for which the point of departure is the definition of art perceived as a stimulate tool for social debate and the form of engagement with the public life. The emphasis is put there on the critical observation of the social environment and formulation of openly political postulates which aim at reshaping of the structural values and institutions whose mission is to implement and maintain them.

**New Art in St. Petersburg.** The spring issue will focus on the St. Petersburg art scene in conjunction with the 300 anniversary of the city. The issue will present the most important art phenomena that characterise the local art scene, its dynamics and interconnections. Additionally, the issue will serve as the

platform to disseminate information about the most active institutional and non-institutional art spaces in St. Petersburg. The issue is edited in collaboration with Ekaterina Andreeva curator of the State Russian Museum in St. Petersburg

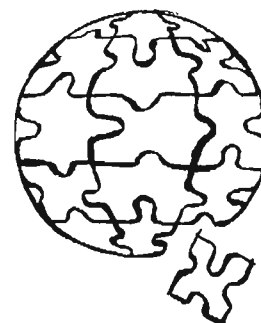
**Tested on Art.** Mare Articum's 2003 fall issue entitled *Tested on Art* will be a critical survey of the structures, institutions and systems contemporary art has to go through to reach its viewers, buyers, consumers. The issue will cover such topics as the artist's studio, gallery space, museum, collection, curator, art criticism, cultural diplomacy and their interconnections. Based on the internal and external observation of contemporary art world will look also for alternatives destabilising this established system. Special focus will concern new democracies, placed outside of the system, criticising it and tempting to join it. It will examine incompatibility of perception and adventures of contemporary art in its public reception. Also it will discuss the problem of the system insider and possibilities of the "artist friendly" and "curator's friendly" environment.

The issue is edited in collaboration with Aneta Szyrak a freelance critic and curator based in Gdańsk and New York.

**Public promotions.** Additionally the editors had scheduled the organisation of three public promotions of the magazine:

In July 2003 at Na Obvodnom Gallery in St. Petersburg; in September 2003 at the Bornholm's Art Museum and in

Issue 1 (10) 2002 ISSN 1429-1290  
**Mare Articum**  
the Baltic Art Magazine



special focus on:

**GLOBALISATION**

October 2003 at the Rostock Kunsthalle.

**Annual Session of the Commission on Culture.** MARE ARTICUM editorial board will also serve as a consultant for preparing the forthcoming session of the CoC UBC (to be held in Szczecin in Oct. 2003) devoted to the organisations working in the field of contemporary visual arts (museum, galleries, artists run spaces) with special focus on communication with the audiences and different educational and workshop projects and other innovative form of communication.

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## SOCIAL CHARTER SOON IN ALL BALTIC LANGUAGES

A team of young university students from several countries around the Baltic, with strong interest in politics, took the initiative to translate the UBC Social Charter from English into all the baltic languages. The Charter was adopted by the Plenary Session of the VI UBC General Conference in Rostock on 13 October 2001. These documents will be ready in mid November and sent out by the Secretariat of the UBC Commission on Health and Social Affairs to all UBC members and interested cities and persons.

Based on these documents we herewith encourage all cities to discuss the document within their parliaments, all entities/departments busy with social affairs in order to see how the Social Charter can be filled with life and which indicators could serve to measure the social quality of a city.

The next step in the work on the Social Charter will be creating the Steering Group and the Group of External Experts. Meanwhile, we would like to ask all the cities to name a Social Charter Consultant who should be the main contact partner

for the Steering Group. We also call all UBC Commissions to study the document in order to find out which aspects meet their specific working fields.

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## DISCUSSIONS ABOUT BUSINESS DEVELOPMENT



*Participants of the meeting in Tampere, May 2002*

The 5th UBC Business Commission meeting was held in Tampere on 17-18.05.2002. The main topics were: e-city and local business services. 28 persons from eight countries and 17 UBC cities participated in the seminar and workshops.

On the first day, Tampere staff outlined the participants on how things are done in Tampere, and on the successfully introduced eTampere program. In the workshops the participants discussed the possibility to establish development projects. E-dimension, cluster development, seed fund, technology/industrial park services, business climate and youth entrepreneurship were chosen among the most interesting project themes.

Tampere, Tallinn, Gdańsk and Kolding were chosen to prepare preliminary project plans. Later, if the joint project comes to life they will possibly act as its coordinators.

Mr Reijo Hautala, chairman of the business commission retired on 1 June 2002. His successor is now deputy mayor Esa Kotilahti. In 2003 the Commission will be chaired by the city of Kaunas. Mr Ruta Antanaitiene welcomed cities to the next Commission's meeting in Kaunas in May 2003.

The meeting will be possibly held during the week 21 in connection with the "Kaunas Day". The possibility of establishing a permanent secretary was also discussed. As no city was interested the issue was postponed to the next meeting.

### **Business Incubator concept in Baltic area - Developing Technology Park**

During the Commission's meeting the participants decided on planning project co-operation on several jointly selected themes.

Based on the presentations and discussions in Tampere, one of the selected themes was "How to develop successful technology parks / business incubators". City of Tampere was selected

to prepare a project proposal on that theme based on the know-how and excellence in developing a technology park and business incubator concept of Hermia.

The general aim of the project is to promote and support innovative entrepreneurship in selected Baltic cities, by improving the services of existing regional support structure. This is seen as vital activity in order to maintain and develop the competitiveness of regions.

The main activity of the project is to adapt the Technology Park and Business Development Model of HERMIA, incl. the innovation management and business mentoring approaches, to the needs of technological businesses in interested Baltic cities. Tampere Technology Centre Hermia has developed a good operational model for its Technology Park Concept and Business Incubator Activities that includes products/services offered to high-tech oriented small companies. Hermia has been selected as one of eight leading business and innovation centres in Europe (November 2001).

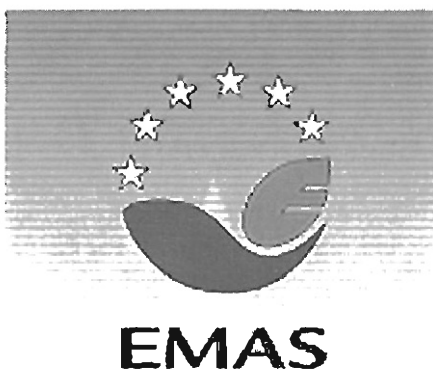
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## EMAS IN ENVIRONMENTAL MANAGEMENT

Development of environmental management systems (EMS) is an important issue for all cities. Many UBC members are doing an active job on them, and co-operation is a good way to go ahead! Bearing this in mind, the UBC together with other partners is soon launching the large European project "EMAS Peer Review for Cities".

EMAS is the European Environment Management and Administration Scheme. It is a comprehensive system for environmental management which can well be used in municipalities. It is also a good next step for cities which have already worked with MEA, the Municipal Environmental Audit of the Baltic Cities.

Now the UBC together with Eurocities and other partners is starting the "EMAS Peer Review for Cities" to help cities start



using EMAS. In the project, eight member cities from the EU Accession countries will develop their environmental management together with eight cities from EU countries. The activities, the "peer review", is based on co-operation and

exchange between colleagues. Therefore, the two-year project will also create many good contacts which can be useful for a longer time.

This project will also be introduced at the EMAS Workshop in Rostock, 15-16 November. The City of Rostock has already worked with EMAS for several years – with good experiences. The Rostock workshop is aiming at disseminating these experiences, as well as exchanging views of the different systems. Like EMAS, MEA and Eco-Budgeting. If you are interested in the EMAS activities, you are most welcome to contact the Project Co-ordinator.

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## PARTICIPATION RECORD IN COMENV

The UBC Commission on Environment and the Agenda 21 Working Group meeting in Nacka, 31 May – 1 June was a real success, with fascinating program and over 70 participants! The thematic sessions on Ecological Housing, Energy, Waste, Waste Water and Ecological Gardening provided many interesting presentations and on-site excursions. On top of these, the formal commission plenary, as well as the final panel, were both very active and provided a lot of suggestions for future work.

The meeting was also attended by two American experts: Executive Director Mr. John B. Phillips from the Energy Coalition of California and Professor Dr. Timothy Beatley from University of Virginia. Their interventions on energy and sustainable urban development stimulated the participants with wider geographical perspectives. We also learnt that many cities in the United States are making

really good efforts for sustainable development, and that the liberalized energy market is facing serious problems on the other side of the Atlantic.

The next EnvCom meeting will be organised in Kolding back-to-back with the Johannesburg +Europe Conference (4-6 November 2002). More information is available at the EnvCom webpages ([www.ubc.net/commissions/environment.html](http://www.ubc.net/commissions/environment.html)). The EnvCom is open to all member cities and partner organisations. You are Cordially Welcome to participate and contribute!

## UBC AND EC ON ENVIRONMENTAL GOVERNANCE

UBC and Eurocities organised together a seminar on Environmental Governance for ten European City Networks in Aalborg, 18 September. The seminar, organised back-to-back with the EU Conference on Environment and Governance (Aalborg 19-20 September)

was part of the European Sustainable Cities and Towns Campaign, where UBC together with Eurocities (EC) has the responsibility to lead the work on Environmental Governance. The outcomes – a message from the Campaign Networks – were reported to the conference.

In their joint message, the networks emphasized the role of local governments as one sphere of government in Europe. The networks of local government are representing democratically elected local authorities, and provide a good intermediary between the EU bodies and the local level. The EU is also currently developing interesting new policy instruments, like the tripartite contracts, to engage in direct co-operation with local governments. In their message to the conference, the networks welcomed such initiatives and expressed their readiness to work on them together with the EU and national authorities.

If you would like to have further information on the Campaign, please, visit the website at [www.sustainable-cities.org](http://www.sustainable-cities.org).

*by Mr Risto Veivo  
UBC Environmental Coordinator*

## COMMISSION ON TOURISM MET IN PALANGA

The Municipality of Palanga, Lithuania, is inhabited by 17 000 people. Every summer, between June and August, this beautiful resort welcomes almost 2 000 000 tourists! By the end of August there were even more visitors – delegates from the member cities of the UBC, taking part in the annual meeting of the Commission on Tourism.

On the 28<sup>th</sup> – 30<sup>th</sup> of August about 25 delegates from the member cities from 5 countries met in Palanga. The meeting was opened by the mayor of Palanga, Mr Pranas Zeimys who held interesting speech about the work in the tourist field in Palanga. The group left Palanga, knowing what to work with and what to expect from the co-operation in the Commission on Tourism.

One of the goals of the Commission on Tourism is education. Therefore the secretariat invited the Head of the Council

of Nordic Ministers in Vilnius, Mr Knut Hjort-Johansen, to inform about the work of the Council and its possibilities for the member cities of the UBC. This information was very much appreciated by the delegates and as a result of the meeting it was decided to proceed with the development of a common partner search platform through the secretariat for the Civil Servants Exchange Programme of the Council of Nordic Ministers. Several member cities already decided to apply for the Exchange programme.

The meeting also informed about possibilities in applying for funding from the EU (Interreg IIIB) and presented some examples of success in doing this.



*Steering Group members (from the left): Kyrre Dahl (Chairman, Sweden), Romas Galinis (Kaunas), Irena Satkauskiene (Palanga), Lina Semetulskyte (Palanga). Missing: Roland Metling (Rostock)*

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## DEVELOPING HISTORICAL INDUSTRIAL BELT OF ST. PETERSBURG

UBC Commission on Urban Planning and Public Design organised, in cooperation with the city of St. Petersburg, District Administration of Admiralty, Vybosky and Petrodvoretz districts and the real estate company Becar, a seminar in St. Petersburg on „Developing the historical industrial belt of St. Petersburg and the new masterplan”. 35 participants from 15 UBC cities took part in the event.

The participants were presented with the main strategies and principles of the new masterplan of St. Petersburg, main investment areas in the city centre and the main problems of the conservation and revitalization of the historical industrial belt.

The part of the meeting concentrated on best practices from different cities. A very good one from Tampere: "How to develop a historically important area called Finlayson and Tampella in the city centre" was presented. It showed the long, slow and complicated process of changes from textile factories to high tech office and housing area.

The other example was the industrial areas of the town of Sillamäe. In the Soviet times it was a closed town. Nowadays the city wants to develop as an industrial centre.

The next example was the city of Helsinki showing how Nokia ex-cable



*Vyboskaya Embankment area is one of the main development areas in the historical industrial belt*

factory has been converted to cultural and art centre called Cable in Ruoholahti. Also a representative of the city of Vantaa made an imposing presentation about the Vantaa Airport City – how to plan and build with a public-private co-operation a large scale business centre in the vicinity of the main airport of Finland, some 16 km from the centre of Helsinki.



*Participants working on Vyboskaya Embankment area*

The workshops concentrated on two areas in this huge belt around the historical centre. The first group of participants studied how to develop the area around the former Warsaw railway station in the south. The group pointed out the triangle between airport, harbour and the former-railway station and its potential economic importance. The second workshop worked on the Vyboskaja Embankment area by the Nevka-river and the vicinity of the hotel St. Petersburg. The group pointed out that area belongs to the historical tsarists city thus skyscrapers should not be built there. The other idea was to open those blocks to the river and reduce private car traffic along its banks.

The participants could also see an exhibition of actual housing and office investments, two large maquettes of the historical centre of St. Petersburg, as well as masterplans from the 1940's, 1950's and 1960's.

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## BICYCLE SEMINAR IN CĒSIS

The members of Transportation Commission came to Cēsis in Latvia in mid-September, where a Bicycle Seminar took place. More than 40 participants from 20 different cities in the Baltic Sea Region participated. They discussed how to plan cycling in terms of recreation and transportation.

The programme took origin in the traffic situation in the former Eastern European countries where car traffic is rapidly growing, and where the public transport faces enormous challenges and where bicycles are not traditionally part of city transportation.

The speakers came from national, regional and local levels in Latvia. They presented the Latvian Cycling Development Programme, the Cycle Route

Network Development in the Riga Region and the Bicycle Transport Development Plan of Riga. There were also Scandinavian speakers from Copenhagen in Denmark and Örebro and Malmö in Sweden talking about the cycling policy and route planning in those cities. After



*At the stairs of the City Hall*

the presentations there was a discussion about how to plan for cycling, the benefits and possible change of people's attitudes.

During the second day a bicycle excursion was planned along the cycling tracks outside Cēsis, but because of the weather the participants switched to bus.

The organisers also had a pre-seminar bicycle excursion in and around Riga the day before the seminar. The Commission on Transportation thanks all participants, the City of Copenhagen for preparing a good program and the City of Cēsis for hosting the seminar.

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## EU-COORDINATORS NETWORK ANNUAL MEETING

The EU Co-ordinators Network's annual meeting was organised in Aalborg on 17-18 June 2002. It was the sixth gathering since the network's founding. At the meeting there was a clear aim at how to develop the network internally by focusing on its composition and its future activities.

It was agreed that the overall objective of the EU Co-ordinator network would be to strengthen the accession cities and EU member cities by acting as a catalyst for making joint projects between UBC members of the network. Also, participation in projects implies that partner cities are actively involved and commit themselves in order to gain from other members' experiences. Synergy is expected from a joint co-operation, and new approaches to be developed.

In order to further develop the EU co-ordinators network it was agreed to set up a steering group, which should act as an active body aiming at revitalizing the

network and including more active members. The focal point will be to assist in bringing more partners together in order to elaborate joint projects, with emphasis on EU funding programmes.

Tasks for the members of the Steering group will be distributed with the aim to help the network in coping with the overall objective.

The steering group was partly established and composed by four members and the chair (presently Aalborg). At least one of these members should originate from the CEEC. The following members were chosen: Nykøbing Falster, Denmark; Pori, Finland; Juhan Janusson, UBC. From the CEEC no decision was taken yet and volunteers are welcome!

The tasks of the Steering group will be to maintain and develop the infrastructure of communication within the network to serve the members' needs. This implies

setting up a Group Care on the Internet. Three steering group meetings will be organised yearly. In combination herewith there will be two annual meetings for the entire EU co-ordinator network. One of the important tasks of the Steering group is to keep an updated list of available funds with relevance for the network participants. This list should entail both publicised possible EU funding programmes, dates for submission, and more importantly indications of upcoming calls for proposals etc.

The next annual meeting will take place **November 21<sup>st</sup>, 22<sup>nd</sup> and 23<sup>rd</sup> November**. If there is no proposal from members in the CEEC to host the meeting, the next meeting will be held in Brussels.

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## UBC ADVENTURES IN AFRICA

UBC and Lake Victoria Region Local Authorities Co-operation (LVRLAC) will continue the co-operation for one more year. The Swedish International Development Co-operation (SIDA) has allocated 560 000 EUR for phase two until the end of 2003.

The overall aim of the engagement in East Africa for SIDA is connected to the environmental situation in the lake and poverty alleviation. The aim of this project is that LVRLAC shall be a well functioning and well rooted network organisation of local authorities in the Lake Victoria Region, based on democratic principles and with political as well as project oriented activities.

One important tool to achieve these aims is a functioning secretariat. The secretariat shall not be considered as an aim in itself, but as a tool.

UBC has employed Mr Christian Rietz to be stationed at the LVRLAC secretariat for a period of one year. Earlier he worked at the BSSC secretariat in Copenhagen and in the Copenhagen City Hall with Öresund Region Co-operation issues.

The project is an umbrella project,

containing several sub-projects. The sub-projects are:

- A Functional LVRLAC Secretariat. The project includes investment in equipment and renovation of the LVRLAC secretariat premises.

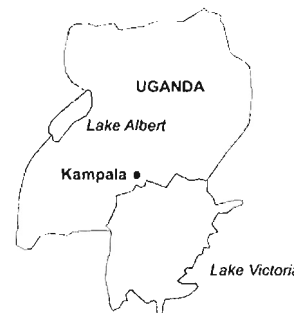
- Creating Functioning Internal Communications. Computers and Internet connections for about 10 LVRLAC member cities, plus LVRLAC Home-page and internal e-mail information channels.

- LVRLAC Women's Network. Support for creation of a LVRLAC Women's Network in co-operation with UBC Women's network. Ms Hjördis Höglund is the UBC project leader.

- Environmental Pedagogic Centers. The project will create two Environmental Pedagogic Centers during phase two. UBC Project leader is the co-chairman of the UBC Commission on Environment, Mr. Guldbrand Skjönberg of Nacka, Sweden.

- The City Council Exchange Program involves exchange of city councillors from Kolding, Kalmar and Tallinn from our region and three cities in the Lake Victoria Region. The final result will be a booklet.

- LFA Workshop for sub-project



leaders, LVRLAC Standing Commission leaders and the LVRLAC Secretariat

In addition to the sub-projects, there is a need for supporting activities to be funded by SIDA

- UBC Technical Support Officer to be placed at the LVRLAC Secretariat for a period of 1 year

- UBC Support for Project Co-ordination and Economic Handling

- Project Support Provided by External Consultants in order to allow municipal employees from UBC cities to engage in this project.

The second phase started October 1<sup>st</sup>, and we have already Christian Rietz as the UBC man in Entebbe.

by Juhan Janusson  
Project Co-ordinator



## III. Member Cities in Action

### Europe Prize for Gdynia

The Parliamentary Assembly of the Council of Europe in Strasbourg awarded Gdynia the Europe Prize 2002. The decision was made unanimously at the April meeting in Strasbourg by the Committee of Environment and Agriculture being within the structures of the Parliamentary Assembly of the Council of Europe and consisting of representatives from 44 countries.

The award was created in 1955 and is the highest distinction that may be bestowed to a European city or to a territorial government for their European activity. The award consists of a trophy, medal, diploma and a scholarship to fund a study visit of young people from the winning city.

In the justification the Committee explained that Gdynia is a dynamic city located in the Baltic Sea Region. For many years it has promoted a modern and dynamic Europe through numerous partnership contacts and participation in many organizations and institutions. Due to 12 European twinnings (Plymouth, Kiel, Aalborg, Kotka, Karlskrona, Kristiansand, Klaipėda, Baranovichi, Kaliningrad, Liepāja, Kunda and Vilnius Region) and 2 American ones (Brooklyn and Seattle), Gdynia initiated international cooperation and created the Baltic Ring of Gdynia Twin Cities, establishing thus special bonds. Gdynia's activity in international organizations was also highly evaluated, particularly that within the Union of the

Baltic Cities and Euroregion Baltic.

It is worth mentioning that in 1996 Gdynia received the Council of Europe Flag of Honour and in 1998 the Council of Europe Plaque of Honour.

The ceremony of presenting Europe Prize to Gdynia was held on 28<sup>th</sup> of September in the Music Theatre. The award was presented to the Mayor of Gdynia – Wojciech Szczurek by the Chairman of the Sub-Committee on Europe Prize, Mrs Johanna Schicker.

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### The WeeGee House

The City of Espoo is renovating a former printing house for the purposes of culture and arts. The WeeGee building is transformed into a cultural centre focusing on visual and material culture. The WeeGee House is a cultural centre and a meeting place creating opportunities for seeing, experiencing, and learning.

The renovation of the WeeGee building will be completed in 2005, providing premises for three museums, an art gallery, cultural organisations, cultural business activities suitable for its overall profile as well as ancillary services provided for both clients and occupants of the building. The total floor area of the building is over 23,000 sq.m. and the premises for the cultural activities cover some 17,500 sq.m. of which over 3,000 sq.m. have been designated for cultural business activities.

The WeeGee building is transformed into a cultural centre in phases. The first occupants are already in place. The Helinä Rautavaara Museum (the ethnographic museum) was opened there in 1998. The phase of the renovation completed at the end of last year provided premises for the Espoo City Museum and for some of the teaching activities of the Espoo School of Art. At the same time Gallery Aarni got new facilities in the building. The Espoo



*WeeGee House - a culture centre*

City Museum opened its doors in May 2002. In 2005 the house will provide premises also for the Espoo Art Museum and Cartes (the Computer Arts Centre at Espoo) and cultural business activities.

The WeeGee House, a former printing house situated in Tapiola, is designed by Professor Aarno Ruusuvuori. The construction of the building was completed in three phases in 1964, 1967 and 1974. The building is a hallmark of the Finnish industrial architecture and 1960s Constructivism, and is considered such a unique structure that its scale model is in the collections of the Museum of Modern Art in New York. The WeeGee House is an integral part of the acclaimed milieu and architecture of Tapiola Garden City.

The WeeGee House will be one of the many sites of interest on the future Tapiola Cultural Route. The route will begin near the Espoo Cultural Centre and Tapiola Church and end at LänsiAuto Arena. Sites along the route will include the Finnish Museum of Horology and St Herman of Alaska Church.

When completed the WeeGee House will be a bold and innovative centre of creativity and culture. The functional content of the house rests on the activities of the various organisations operating there, whose co-operation and networking also provides new opportunities for developing activities.

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*Mrs Johanna Schicker, Chairman of the Sub-Committee on Europe Prize, Council of Europe, Mr Stanisław Szwabski, Chairman of Gdynia City Council, Mr Wojciech Szczurek, Mayor of Gdynia, Mr Hans Kocevar, Deputy Mayor of St. Poelten (Europe Prize winner 2001)*







## Kiel - Sailing City

KIEL.SAILING CITY – this is the brand name that the capital city of Schleswig-Holstein is using for its application to host the Olympic sailing competitions. If the Federal Republic of Germany is chosen as the venue for the Summer Olympic Games in 2012, Kiel plans to become the Olympic sailing city for the third time after 1936 and 1972. As home to major events, such as the finish of the Volvo Ocean Race Round the World and Kieler Woche, the world's biggest sailing regatta, Kiel is the natural partner for the sailing section of every German Olympic campaign. In addition to the modernisation of the existing sailing facilities at Kiel-Schilksee, which have proven their worth for numerous international regattas, the promotion of mass sport, particularly sailing, is a vital aspect of the KIEL.SAILING CITY application. Accordingly, the city on the Baltic Sea has set itself the target to give all school pupils in Kiel the chance to learn how to sail in the course of their school years.



The project has enjoyed an extremely successful start. In only one sailing season, the Olympic Office Kiel – in cooperation with sailing clubs and the sailing centre of the Christian-Albrechts University in Kiel – has implemented a large variety of projects and been able to introduce 3,000 children and young people to sailing. No matter whether on open cutters and modern yachts or in short regattas with Olympic medal winner and KIEL.SAILING CITY Ambassador, Dr. René Schwall, the SAILING KIDS were filled with enthusiasm for the sport. Schools and sailing clubs have signed sailing partnerships. Furthermore, the Olympic Office set up a sailing camp on the banks of the Firth of Kiel as part of the «Newspaper at School» media-teaching project of the Kieler Nachrichten local daily newspaper and the Sparkasse Kiel bank. Here, 700 pupils learnt not only

about the theoretical aspects of Kiel's Olympic application but also the practical differences between windward and leeward, going about and jibing and sailing close-hauled and downwind. The activities will be continued next year. With the support of the main sponsor of the Kiel Olympic campaign, the e-24sieben/Stadtwerke Kiel power company, a permanent SAILING KIDS Camp is being set up on the Kiellinie promenade. Here, children and young people will have the chance to go sailing from spring to autumn.

Kiel's application to host the Olympic sailing competitions in 2012 is supported by prominent personalities from the worlds of sport, business, science and politics. The Honorary Chairman of the Board of Trustees is Prof. Berthold Beitz, Chairman of the Board of Trustees of the Alfred Krupp von Bohlen und Halbach Foundation and Honary Member of the International Olympic Committee (IOC). The Chairman of the Board of Trustees is Dr. Klaus Murmann, a local businessman and Honorary President of the Federation of German Employer Associations. Internationally renowned ambassadors with Olympic sailing medals represent KIEL.SAILING CITY on public occasions: Amelie Lux (Surf Silver 2000), Dr. René Schwall (Tornado Bronze 2000), Dr. Jörg Diesch (Flying Dutchmen Gold 1976), Achim Griesse (Starboot Silber 1984) and Heiko Kröger (Paralympics Gold 2000).

All there is to know about the various activities of KIEL.SAILING CITY, Kiel's ambitions for 2012 and the complete application brochure can be found on the internet at [www.kiel-sailing-city.de](http://www.kiel-sailing-city.de).

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## Oasis of Music

In March 2002 a new live scene was opened in Kolding. It finished a process of adopting an old warehouse by the harbour into a cultural oasis. The most important fact is that the Godset was established according to the citizens' needs. That is a house for different groups but with one common interest – music!



*Godset - a new live scene in Kolding*

The name of the building "Godset", in a direct translation, means "the stock". That refers to the original use of the building. In the past the warehouse was a busy crossroad for lorries and trains reloading different goods. Nowadays musicians are loading their instruments into 12 rehearsal rooms or into the live scene.

The municipal management of Kolding has been very courageous and forth looking during the whole process. Instead of building whatever, the municipal management invited the NGO's to participate all along. This has resulted in a multifunctional house with fantastic possibilities for NGO's, musicians and the public. It's a true fairy tale where experience combined with technical knowledge, good will and true intentions have made a cultural oasis that are not seen in many places in Denmark.

GODSET contains the best quality rehearsal rooms for amateurs. The rooms are isolated, with twin doors, located on one floor that make them function with the best available acoustic quality. The rehearsal rooms were opened in 1997. Due to financial reasons it was decided to postpone the opening of the live scene till this year. The scene can accommodate up to 600 people and is equipped with a system of consoles, monitors, light-system etc. Mainly rhythmic music like pop, rock'n'roll, jazz, etc. is played. Nearby a smaller café area, clinic's, jam-gigs are also located.

Besides being a cultural oasis for music, GODSET also houses rooms for students, youth council and various NGO's.

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## Swedish and Danish Were the same Languages

One thousand years ago Swedish and danish were the same languages - with that sentence the kick-off for the project Språket Förbinder (Language Connects) started in Malmo. The meeting took place at Malmö University in September. The project is a Swedish-Danish co-operation with the purpose to increase the understanding between the two



languages and thereby to stimulate the integration in the Øresund region. Focus is put on culture, history and social issues. At the kick-off 160 teachers from both countries were represented.

It is we ourselves who create the obstacles and one of the most important tools to overcome these obstacles are the teachers, said Matz Nilsson. We will go from learning to knowing to co-operating.

The most essential obstacle to achieve successful integration is proved to be culture and language. Upper secondary pupils from both sides of the Øresund participate in the project "Språket Förbinder", aiming to facilitate recruitment of students from both countries to universities in the region. In turn, this will make it easier for people to work on either side of the Øresund.

A book written both in Danish and Swedish, three documentary films and a common web site for upper secondary pupils in Øresund is used in the project to increase language understanding.

Spirits ran high at the kick-off in Malmö and the lecturers drew many good laughs.

Hospital treatment is needed to survive but if there should be any meaning in surviving at all people need culture, said for example Göran Stangertz, Director of Helsingborg City Theater.

I often visit Denmark and could easily live, study and work there. I would like to

study advertising and media at university, says Swedish Navnit Rooprai from Malmö Latinskola (upper secondary school) where she is studying social science. Navnit is one of the pupils from Sweden and Denmark who produced the teaching material used in the project.

The hardest thing has been to understand Swedish, says Anders Jensen from the Danish town Tåstrup where he is presently studying at a trading school. Anders is one of the Danish pupils participating in the project.

The purpose with using films as teaching material has been to reflect how we, young people from two bordering countries understand each other. I thought before that Danish and Swedish youngsters were completely different but the work with this project has given me the insight that we are completely alike. My thoughts were prejudices, says Anders.

Project turnover is 400.000 Euro. Estimated participating students in 2003-2004: 15.000. The project is financed mainly by: Danish and Swedish local authorities together with Interreg III A Øresund

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## Structure for Social Rehabilitation

Sillamäe is situated in the northeastern part of Estonia and the town is facing all the problems typical of transition period - high rate of unemployment, alcoholism, drug addiction and as a result, we have quite many homeless people who need a shelter. All this caused the need for creating a structure in order to solve this problem in our town. There was established a nonprofit organization, Social Aid Development Centre, founders of which were Sillamäe Town Government, Public Utility Company MEKE Sillamäe, local office of Red Cross and nonprofit organization "Association of Single Parents"

The centre started its work on November 08, 2000 in the specially

allocated two-storied building which was at first meant to be a flophouse but after a hard and well co-ordinated work of founders social aid development centre was established, where people who needed housing found shelter, among them young and old, alcoholics, lonely pensioners, people released from prison, people who have no documents etc. However, the house is not in a good condition and people who found shelter there are doing all the needed repairworks themselves and taking care of surrounding territory. A garden was cultivated where clients of the centre grow vegetables for themselves. The building materials we try to buy with money earned by clients of the centre by cleaning up town territories and offering services to various enterprises according to the labour agreements. From the beginning we had to encounter the problem of drug addicts, who came in centre as homeless people and from July 01, 2001 we are working according to the program of changing syringes. Taking into consideration our successful work in this area, on the basis of our organization the Drug Addicts Rehabilitation Centre was opened since July 01 2002. Furthermore, we are working successfully with stepping up the activity of women in social life and also with the problem of violence towards women and children. We are working hard to prevent drug addiction, alcoholism, juvenile delinquency and preparing to open centre for children and afterwards youth centre. We have many partners in Estonia, as well as in other countries such as Germany, Finland, Sweden, Latvia, Lithuania and Russia. But the most close cooperation we have with Town Government, Association of Local Governments of Ida-Virumaa, Estonian Ministry of Social Affairs.

We are ready for cooperation and always glad to have new friends and partners.

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## European Amber Road

Amber has been found in Lithuanian seaside and Palanga since ancient times thus the region is well known as cherisher of amber traditions. The Earl Tiskeviciu's palace building houses a unique Amber Museum which features the biggest in the world collection of amber inclusions and unique amber articles. Palanga town is home for plenty of amber masters and professional artists where creative camps and meetings are organized.

Seeking to promote cultural tourism development in Palanga, to increase flows of local and incoming tourists and to solve seasonal problems as well as to integrate into international tourism development initiatives, Palanga Town Municipality together with Seaside Regional Park and Palanga Town Botanical Park has prepared a project "Cultural tourism development in Lithuanian seaside related to initiative of European Amber Road".

The final decision for the support of the project was made in the end of September 2002. Total budget of the project is 125.473 Euro. The grant applied from PHARE 2000 ESS is 97.418 Euro.

**The aim of the project** is to increase local and incoming tourists' flows to Palanga resort along the identified two tourism routes: Kurshes and Nemunas and to encourage the integration of Lithuanian Amber Road into European Amber Road.

**The project objective:** with the aid of partnership to improve recreational infrastructure, to create new and to develop already existing cultural tourism attractions, to prepare active marketing strategy for new tourism product as well as to create new work places along Lithuanian Amber Road.

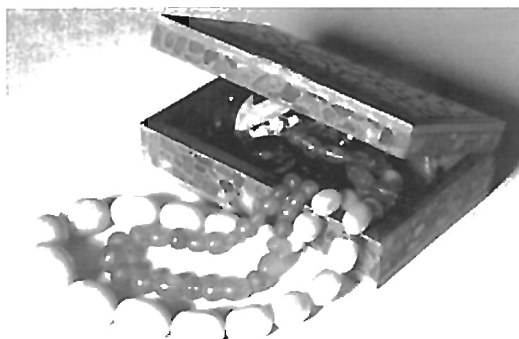
Activities that will be implemented during the project:

- Improvement and development of tourism infrastructure in seaside territories (landscape improvement works in Seaside Regional Park and Palanga Botanical Park).

- Establishment of the exhibition about history of amber in Karkle (Seaside Regional Park), establishment of educational – demonstration amber processing workshop (studio) and gallery in Palanga, close to Amber museum.

- Creation of "Lithuanian Amber Road" (Curonian Spit National Park – Seaside Regional Park – Palanga Botanical Park) as integral cultural tourism package (proposing marketing of activities and events around this road) as well as its integration into common network of tourism routes.

- Educational – demonstrative excursion for journalists and tourism specialists in order to present Lithuanian Amber Road. Publication of booklets.



- Training for amber processing masters about qualitative tourism service and new tourism product.

This project will be finished in the end of August 2003. After implementing of this project a lot of tourists, visiting our resort will have possibility not only to find the natural amber on the sea coast or to buy unique amber articles, made by local artists, but also to see in action the creation of the amber articles in the amber studio.

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## Malbork - Sztum Investment Park

Malbork - Sztum Investment Park as a place of concentration of small and medium size business.

The project is carried out in Poland, in Pomerania Voivodship, Malbork County: Malbork Commune, The City of Malbork Commune; Sztum County : The City and Commune of Sztum.

The objective is to increase the economic activity in the region by means of providing new investment areas for small and medium size enterprises. In order to fight this problem the representatives of the self-governments of Malbork Commune, The City of Malbork Commune and The City and Commune of Sztum signed an agreement on co-operation by creation of the "Malbork – Sztum Investment Park", realising that common actions will make it possible to reach the effect of synergy while finding investors and providing infrastructure for real-estates. They also appointed a work team whose goal was to prepare the operation of the Park. It was decided that a chance for fighting recession is to carry out an active policy serving for decreasing the unemployment and stimulating the development of small and medium-size businesses.

"Malbork-Sztum Investment Park" has a good location as far as transport is concerned. It is situated close to the important junctions of roads no. 22 and 55 and by the Gdańsk–Warsaw–Cracov railway. The Park is only one hour drive from the Tri-City agglomeration and from the boarder with Kaliningrad Region. The subject of the project is the territorial development and providing transport solutions for the areas which belong to the comunas: The City of Malbork Gmina, Malbork Gmina and The City and Gmina Sztum and which are prepared for construction of a new industrial centre.

- The project generates a very high rate of return NPV, EUR 166 million, from the budget of EUR 4.2 million;

- The economic rate of return (ERR) equals 27% (results from the feasibility study);

- Discounted return period (taking into consideration all the benefits and costs in connection with the project) is 12 years;

- Financial NPV is negative (EUR - 3.4 million), therefore financial rate of

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*One of the most famous places in  
St. Petersburg - Palace Square*

## Investments and Financing

Saint-Petersburg has been developing under favourable terms for the last decade. Its economy has achieved steady growth, reaching approximately the level of 10 percent annually, which is higher than the Russia-wide parameters.

Since four years the city incomes have been growing on average almost 30 % per year, despite the fact that taxes decreased. Real incomes of the population are growing as well – on the average 15% per year. If we take into consideration the general situation in the city, then we discover that approximately 2/3 of the working population somehow participate in the sphere of the international and foreign economic relations, connected to export, import of goods and services, or work in the sphere of tourism, etc. Financing of this branch is arranged both from budgets of various levels, and, basically, from external sources. Next year the city budget will make approximately 2,5 billion euros. The general foreign trade turnover, not taking into account its transit, will make approximately 6,5 billion dollars. In view of transit this figure grows more than twice and exceeds 13 billion dollars and that is one of sources of annual increase in the budget almost in one third.

Foreign investments in Saint-Petersburg within the last three years exceed 1 billion dollars per year. But the truth is that they lag behind on rates of growth from the internal investments. It means that foreign investors in the investment market of Saint-Petersburg should compete with domestic investors that is not so typical for our neighbours in the Baltic Sea Region.

From Saint-Petersburg's point of view, the city's significant role as a transport

and transit unit, and its dominating activities both at sea and river ports in the region, exemplifies as the gate of the Volga-Baltic way with an exit to a reviving Great Silk way, trans-Siberian highway and many other communication projects of the continental importance.

We expect that this year the turnover of goods of the Bolshoj port of Saint-Petersburg will reach 40 million tons of cargo. Saint-Petersburg uses all this significant potential and experience and contributes to further development of the Baltic and the North-European region as a whole.

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## Turku Bio Valley is Building up Fast

European Investment Bank grants EUR 28 million loan to Turku Bio Valley Ltd.

European Investment Bank (EIB), the financing institution of the European Union, will provide a 20-year loan facility of EUR 28 million to Turku Bio Valley Ltd. The loan enables the construction of production and product development facilities for companies utilising biotechnology in the Turku Bio Valley area. Finland ranks number six in Europe in biotechnology and the biggest cluster, more than half of Finland's pharmaceutical and diagnostic industry is located in the Turku region in Southwest Finland. Turku Bio Valley is responsible for the development of the uninterrupted bio chain from training to research, product development and production in the Turku region. The company also builds new R&D and production facilities for companies utilising biotechnology. Turku Bio Valley comprises of a 26-hectare area in the Turku Science Park with building permits for over 110,000 sqm facilities, of which almost 40,000 sqm have already been completed or are under construction.

Intensive growth of biotechnology creates demand for special facilities

The investment meets the EIB's aims under its **Innovation 2000 Initiative** (i2i)

programme to support new facilities in fields such as biotechnology, micro-electronics and information technology.

"Biotechnology and information & communication technology are also the core competencies of the Turku Science Park, and biotechnology has been named a key area in the City's strategy", says **Armas Lahoniitty**, Mayor of the City of Turku.

Turku Bio Valley Ltd was founded by the Turku City Council in 1999 to respond to the demand for biotechnology facilities. The city invested a capital of EUR 14.3 million in the project. The first company to have its own building with special technology was Novatreut Ltd. that focuses on decreasing the risk of hospital infections with its immune milk products. Large research, product development and production facilities for Focus Inhalation Oy with a total floor space of around 13,000 sqm will be completed in 2003. The company focuses on pulmonary drug delivery based on powder inhalator technology. Turku Bio Valley Ltd also has three preliminary contracts at the moment and it is negotiating with two foreign companies.

The bio-chain leads from training to production.

The bioscience strategy in the Turku region aims at ensuring the functioning of the whole bio-chain. Training and research should also lead to bioscience entrepreneurship and take that development all the way towards commercial utilisation of new innovations and even new production plants. This is supported by the provision of appropriate services. The BioTurku community, the biotechnology actors in the Turku region, focuses on pharmaceutical and diagnostics businesses, biomaterials and bioprocesses as well as functional foods. There are currently more than 60 biotechnology companies in the Turku region.

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## CITIES - MEMBERS OF THE UBC EXECUTIVE BOARD:



*UBC Executive Board at the meeting in Viljandi, 7-8 June 2002*



*UBC and EUROCITIES signed co-operation agreement on 6 June 2002*

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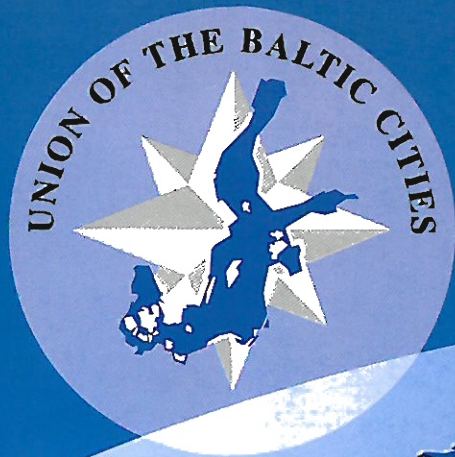
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**Union of the Baltic Cities (UBC) is a network of currently 102 member cities from all 10 Baltic countries, with an overriding goal of contributing to the democratic, economic, social, cultural and environmentally sustainable development of the Baltic Sea Region.**

**The Union has based its operational activities on ten working Commissions on Business Cooperation, Culture, Environment, Education, Health and Social Affairs, Information Society, Sport, Tourism, Transportation and Urban Planning. The Commissions coordinate and execute specific projects, activities and special events. Each city is capable to have its own creative and fully independent input to the Commissions' work.**

**The Union has an observer status with the Council of the Baltic Sea States (CBSS), the Parliamentary Conference on Cooperation in the Baltic Sea Area, the Helsinki Commission (HELCOM) and the Council of Europe's Congress of Local and Regional Authorities (CLRAE).**

**The Union is open for new members. Any coastal city of the Baltic Sea or any other city interested in the development of the Baltic Sea Region may become a member of the Union by making a written declaration of its will to enter UBC.**

**Please contact the Union's Secretariat in Gdańsk for more information  
about the UBC work and the rules of entering the Union.**